

FINANCIAL TIMES

1995



Genetic engineering
Barnyard drug factories
Technology, Page 14



Glasgow
Great progress has been made
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Germany
Carry on Kohl!
Europe, Page 16



TOMORROW'S
Weekend FT
Turkey stirred by a missing son

China warns of retaliation over US sanctions threat

China yesterday threatened vigorous retaliation if the US proceeded with sanctions on imports of some \$3bn worth of Chinese goods, signalling a further escalation of their long-running bilateral dispute over intellectual property rights. The US announced on Wednesday it would give China until May 15 to step up enforcement of a February 1995 agreement aimed at stamping out widespread piracy of US information and education products. Page 18; GM shrugs off fears of US-China trade wars. Page 6; Editorial Comment, Page 17

Arrest warrant issued for Dassault



A Belgian magistrate has issued an international arrest warrant for president of the Dassault aviation group Serge Dassault (left), after he refused to go to Belgium to face questioning over the payment of bribes to win a defence contract. The warrant follows a probe by Belgian investigators into the alleged payments by Dassault and the Italian helicopter company Agusta to the Belgian Socialist party. Page 18; Warrant may ease merger. Page 2

Bulgaria's record interest rate: The Bulgarian National Bank yesterday raised its central interest rate to a record 108 per cent from 67 per cent in a bid to halt the steep decline in the value of the lev, the Bulgarian currency. Page 18

Shell shares jump: Shares in Royal Dutch/Shell jumped sharply on hopes that the Anglo-Dutch oil group would increase substantially its dividend payment later this year in the wake of a record first quarter profits. Shell abandons oil project off Vietnam. Page 6; Lex, Page 18; London stocks, Page 32

Compaq Computer, the world's largest personal computer manufacturer, has chosen advanced graphics technology from VideoLogic, a small UK company, for its next generation of home computers. Page 19

Go-ahead for German digital TV company: The German cartel office approved the formation of a digital television service company MMBG by a consortium of German broadcasters, Deutsche Telekom, the state-owned telecoms company, and Canal Plus, the French media group. Page 19

Strategy to end beef ban: The European Commission has outlined a mechanism which could lead to the phased removal of the ban on British beef and beef products. Page 9

Cofinec, a fast-growing central European packaging group founded in 1989 by Italian industrialist Carlo De Benedetti is expected shortly to announce plans to go public. Page 19

Chiller faces corruption probe: Turkish MPs yesterday voted to set up a second parliamentary committee to investigate corruption allegations against former prime minister Tansu Chiller. Page 3

Japan allays rate rise fears: The Japanese government moved to allay growing fears in financial markets of an early rise in short-term interest rates. Meanwhile, the Bank of Japan intervened heavily in domestic money markets to ease the upward pressure on overnight lending rates. Page 5

Philippine stocks soar: The Philippine stock market soared to a 28-month high on news of strong profits growth and better than expected macroeconomic trends. Page 5; World stocks, Page 36

Red Cross halts mediation over hostages: The International Committee of the Red Cross said it had abandoned efforts to obtain the release of 11 hostages, including four Britons and two Dutch citizens held by rebels in Indonesia.

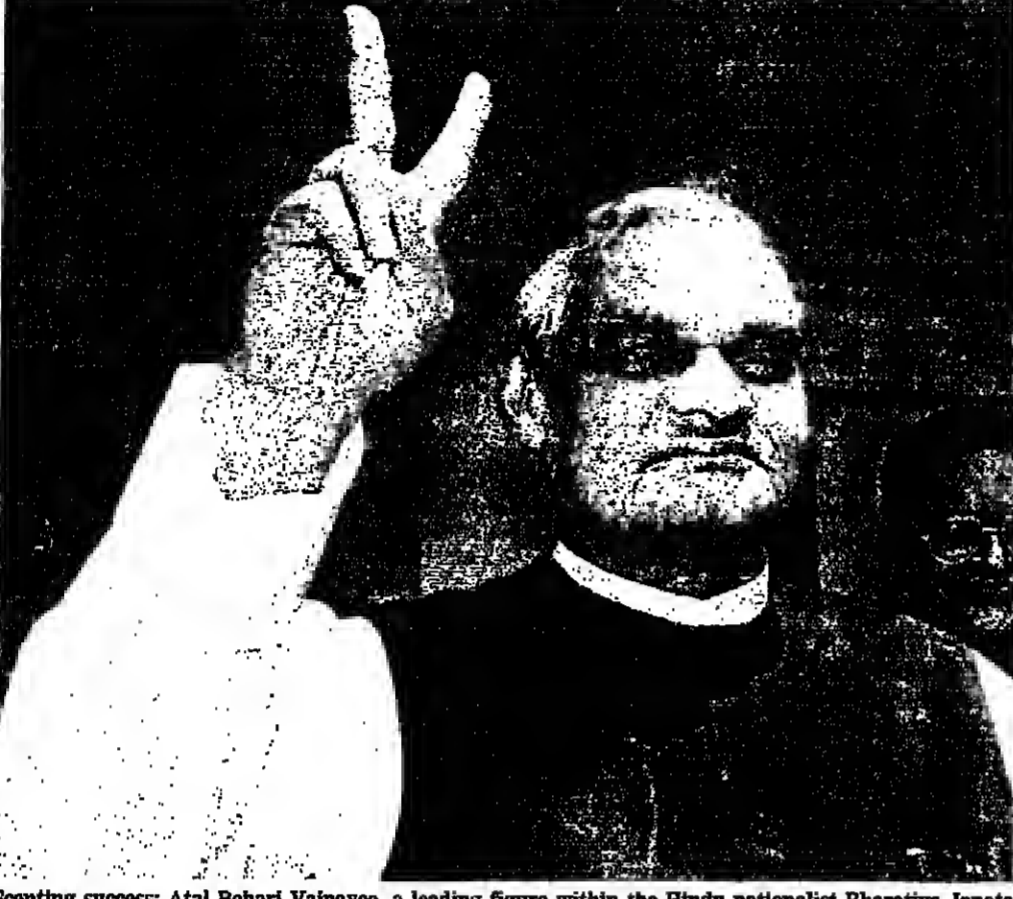
Yeltsin unity hopes rise: President Boris Yeltsin's hopes of uniting "democratic" forces behind him in Russia's presidential election rose after Grigory Yavlinsky, a liberal rival, signalled a new readiness to compromise. Yeltsin drafts Lenin on to campaign team. Page 2

UK council 'homes-for-votes' scandal: The wealthy former Conservative leader of Westminster City Council in London, Dame Shirley Porter, will go to the High Court in an attempt to avoid having to repay up to £21.5m following investigations of an alleged homes-for-votes policy. Page 10

Aids protein identified: A protein that plays a key role in the attack of the Aids virus has been discovered by US scientists ending a decade-long search. The protein, called fusin, must be present for the Aids virus to infect white blood cells.

STOCK MARKET INDICES		GOLD	
New York Composite	+13.37	New York Comex	339.45 (394.8)
Dow Jones Ind Av	5,487.43	London	332.8 (394.0)
NASDAQ Composite	1,187.44	Close	332.8 (394.0)
Europe and Far East	2,065.41	London	1.5123 (1.5162)
CAC40	2,459.38	DM	1.5125 (1.5162)
NIKKEI	7,729.3	FF	1.2375 (1.2327)
FT-SE 100	21,411.88	SFR	164.866 (165.23)
Nikkei	21,411.88	Y	104.746 (105.23)
US LONG-TERM RATES		STERLING	
3-mo Treasury	5.1%	DM	2.3183 (2.3019)
6-mo Treasury	5.103%	Y	104.746 (105.23)
1-yr Treasury	5.1%		
2-yr Treasury	5.1%		
5-yr Treasury	5.1%		
10-yr Treasury	5.1%		
30-yr Treasury	5.1%		
OTHER RATES		NORTH SEA OIL (Argus)	
UK 3-mo interbank	5.1%	Brent Dated	19.41 (19.91)
UK 10 yr Gilt	5.1%	Oil	18.91
France 10 yr Bond	5.1%	Gas	18.91
Japan 10 yr JGB	5.1%	Coal	18.91
		Oil	18.91
		Gas	18.91
		Coal	18.91

Indian PM to resign after poll rebuff



Scouting success: Atal Behari Vajpayee, a leading figure within the Hindu nationalist Bharatiya Janata party, gives the victory sign in New Delhi after his party's triumphant electoral performance. Picture: Reuters

Congress suffers worst election result as all main parties fail to win outright majority

By Mark Nicholson in New Delhi

Mr P.V. Narasimha Rao is to resign as India's prime minister today after voters handed his Congress party its worst election result. Congress, which has been in power for all but four years since India's independence, emerged as only the third largest political group in the general election which ended on Tuesday. Mr Rao, 74, presided over four years of substantial economic reforms; deregulating many business sectors and creating an urban boom. But political opponents complained that ordinary Indians were being left behind. India's state television said Mr Rao would step down after a final cabinet meeting. The country's three main political groups yesterday began attempts to draw smaller parties into a coalition after the election left them short of a majority. Results and trends from 384 seats showed the Hindu nationalist Bharatiya Janata party would emerge as the biggest group, but it might fall 100 seats shy of the required 272 MPs. Congress was headed for a lower tally of seats than its previ-

ous worst of 154 in 1977. Left-wing, social justice, caste-based and regional parties made unexpectedly strong showings. Doordarshan, the state television channel, projected the BJP to win 175-185 seats when counting finishes late today, with Congress set for 130-140, more than 100 down on 1991. The Left-National Front alliance of Janata Dal and India's communist parties was poised to win 140-150. A host of ex-Congress splinter groups, regional and caste parties will hold a balance of 80-90 seats in the 545-seat parliament. "This mandate amounts to a rejection of the Congress party," said Mr L.K. Advani, BJP president. "This also amounts to a mandate for BJP as it is the largest party." But the performance of the religion-based BJP fell short of leaders' expectations. It suffered setbacks in several northern states and did not gain a great wave of Hindu support. Mr Pramod Mahajan, BJP general secretary, said that, as the biggest party, it had a "right and duty" to try to form a government. But it is expected to have difficulty, given the determination of most other parties to keep the BJP from power. The Bombay BSE-30 index fell 72.95 points to 3,694 reflecting investors' nervousness about likely political uncertainty. The rupee also slipped Rs0.30 against the dollar yesterday to Rs55.10 before rallying to close at Rs54.66. Leaders from the three main political groups last night suggested they would attempt to form a coalition by attracting the support of half a dozen smaller regional parties, each set to hold between five and 20 seats. Mr V.N. Gadgil, Congress spokesman, said a "very large" section of his party wished to sit in the opposition, but two Congress ministers said they were "open" to an anti-BJP coalition. "The result is an historic rebuff for Congress, which failed to ignite voters with its campaign theme of 'stability'." The arithmetic of building a coalition will prove complex since, even with the support of all of India's main regional parties, neither Congress, the BJP nor the Janata Dal-Left Front grouping could secure a majority.

Fall in computer chip prices hits shares

By Louise Kehoe in San Francisco and John Burton in Seoul

A sudden drop in "spot" prices for computer memory chips has hit share prices of semiconductor manufacturers and prompted accusations that Asian producers are slashing prices to maintain market share. In South Korea, the share price of Samsung Electronics, the world's biggest producer of D-Rams, fell sharply yesterday. The shares fell by their daily trading limit of won5,900 to close at won2,600 on fears that a glut of memory chips has undermined prices. D-Ram chips are data storage devices used in all types of computers. Spot prices - quoted for immediate delivery of chips - have fallen by almost \$1 over the past two weeks to about \$3.75 per chip in the US and even lower in Asia, according to Dataquest, the US market research group. Contract prices, negotiated by large users of memory chips such as the leading US personal computer manufacturers, have remained relatively firm for the past month, at about \$7 for 4 megabit D-Rams, according to Mr Mark Giudici, a Dataquest analyst. However, the large spread is putting pressure on contract prices, which are now expected to fall to about \$6.50. Last year, worldwide D-Ram sales were about \$25bn, or about a quarter of total semiconductor sales. Since the fourth quarter of 1995 contract prices for 4 megabit D-Rams have fallen by more than 40 per cent. Similarly, prices for 16 megabit D-Rams, a new generation of chips that can store four times as much data, have fallen by nearly 50 per cent. Taiwanese chipmakers have accused Korean companies of cutting prices to maintain market share and bolster earnings through higher sales volumes. However, Samsung yesterday denied it was reducing prices. US manufacturers are watching prices closely, with a view to filing price complaints if import prices fall below the manufacturing costs of foreign competitors, according to industry officials. Large buyers of D-Rams are now routinely renegotiating

De Klerk quits South African government

By Roger Matthews in Cape Town

South Africa's National party, headed by former president Mr F.W. de Klerk, yesterday abandoned a power-sharing agreement with the African National Congress and quit the two-year-old government of national unity. The move will leave the ANC in control of almost all cabinet posts and bring a more combative edge to South African politics, as the National party promises to be a vigorous opposition. The rand, which continued Wednesday's sharp fall, steadied after the announcement to close in Johannesburg at R4.51 to the dollar, down R0.03 on the day. Mr Trevor Manuel, finance minister, said he believed foreign exchange markets had already discounted the National party's decision. He said he was encouraged by the subsequent slight strengthening of the currency.

Nationalist leader's departure leaves ANC in almost complete control of cabinet posts

government to continue until 1999 as planned. But it said the move was a "further step in the development of a normal multi-party democracy". President Nelson Mandela said the withdrawal had not come as a surprise, and was recognition that the country's young democracy had come of age. He said there would be no change in government policy. He thanked Mr de Klerk and his party for their efforts during the past two years and said they had a "continuing responsibility to contribute to the process of eradicating the policy of apartheid they created". Mr de Klerk said his party, which had ruled for more than four decades before the 1994 general election, had decided to leave the government on June 30 because its influence in cabinet was waning. The ANC was "acting more and more as if they no longer need multi-party government," he said. Although the Nationalists had voted for the new constitution on Wednesday, fundamental differences remained with the ANC and its allies on several issues, including trade union rights, the death penalty, abortion and the protection of private property. Business South Africa, which

groups the largest companies, said yesterday it was "unacceptable" that the new constitution failed to balance the rights and obligations of workers and employers. It was studying what action it might take to restore employers' collective bargaining rights. Mr de Klerk's position as deputy president will not be filled, and Mr Mandela said it was too early to discuss what would happen to the six other ministerial posts held by National party members. Most are likely to go to the ANC, although Mr Mandela could ask other smaller parties to participate in government. The only remaining coalition partner is the Inkatha Freedom party, headed by Chief Mangosuthu Buthelezi, minister of home affairs, who has several times threatened to leave the government and last year walked out of negotiations on the new constitution.

Nokia shares drop as profits collapse in first quarter

By Hugh Carnegie in Stockholm

The volatility of the booming mobile telephone industry was starkly illustrated yesterday when Nokia, one of the world's biggest suppliers, reported a collapse in first quarter profits, prompting a six per cent fall in its share price. The Finnish group said pre-tax profits fell from Fm1.35bn (\$284m) in the first quarter of last year to Fm399m, prompted by a surprise reverse into loss by its mobile phone handset division. Until recently it had been the engine of the group's spectacular growth. Nokia, the world's second largest handset supplier after Motorola of the US, had warned for some time that profits would be significantly lower in the first half of this year. The first quarter result was well below the most pessimistic market forecasts and Nokia shares lurched downwards on the news from Helsinki. The company's most-traded A share, which closed on Wednesday at Fm141, tumbled to a low point of Fm141 before recovering to close at Fm167 as investors absorbed promises from Mr Jorma Ollila, group chief executive, of a rebound in profits in the second half of the year.

The result also dragged down shares in Ericsson, Nokia's Swedish rival and the world's biggest overall mobile equipment supplier. Although Ericsson had the previous day reported a 28 per cent rise in first quarter profits - ironically driven by big growth in its mobile operations - its B share fell SKr3.50 to close at SKr140.50 in Stockholm. Nokia said sales of its mobile handsets rose only 10 per cent from Fm3.5bn to Fm3.9bn due to flatter growth in the first two months of the year in the US and in Europe. The rate of growth was far below rates achieved over the past two years. Also, margins were squeezed by price cuts of up to 25 per cent, and the company said the division made a small loss. No figure was given. Mr Ollila added that problems in Nokia's mobile phone production were responsible for 50 per cent of the earnings reverse. "In a business where you have price erosion like we have had you need significant volume increases as well as new product flow and a low cost structure. We have not been able to improve the latter as well as in the past,"

Newcastle and Sunderland scout for new players.

Siemens has already signed.

Join the professionals who have already chosen the North East for premier results in business. Nissan, Black & Decker, Samsung and now Siemens chose the North East for its unbeatable infrastructure, excellent communications and skilled workforce. League-leaders Tyne and Wear Development Corporation can deliver the support your business needs. Office/factory rents from £4.50 sq ft. No business rates until the year 2006. Grants and financial assistance available. It all starts with this coupon. Please return it to Tyne and Wear Development Corporation, Scotswood House, Newcastle Business Park, Newcastle upon Tyne NE4 7YL, or call: 0800 838888, fax: 0191 273 2005.

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NEWS: EUROPE

Dassault warrant may ease merger

By David Buchan in Paris
The international arrest warrant issued by Belgium to try to force Mr Serge Dassault to answer questions before a Liege judge investigating an alleged defence contract bribe threatens to jeopardise the position of the head of the famous French maker of military jets.

there is always the risk that third countries might honour it. So Mr Dassault will have to rely on others in his 9,200-strong company to promote sales of his Mirage and of the new Rafale which is being actively sold to Norway, the United Arab Emirates and South Korea.

talk the president out of the merger, or at least drastically altering it to Dassault's advantage. No one, even inside Dassault, believes that the president can be forced to back down. But appeals not to destroy "the house of Dassault" put Mr Chirac at an emotional disadvantage; as a child he sat on the knee of Serge's father, Marcel Dassault, the legendary founder.

have demanded deep cuts in Aérospatiale's workforce - including the departure of its current head, Mr Louis Gallois - as well as a high price for his own 49.9 per cent share in Dassault. In theory, the French state might be able to force his hand. In return for cancelling some loans to Dassault, it took 20 per cent of Dassault in 1977 with some double voting rights attached. It gained more in 1981, when the late Marcel Dassault simply gave an astonished Socialist government another 26 per cent to head off outright nationalisation.

Italian senators and MPs vote for conflict

By Robert Graham in Rome
Italy's 13th post-war parliament opened in an atmosphere of sharp confrontation yesterday with the centre-left Olive Tree alliance imposing candidates for the key posts of speaker in the senate and chamber of deputies.

Despite last-minute negotiations, the Olive Tree and the right-wing alliance, headed by former prime minister Silvio Berlusconi, failed to agree on a bi-partisan approach to the main institutional positions in the new legislature.

Hardliners in the Berlusconi camp insisting successfully that as the opposition they should cut no deals with the governing coalition. This left Olive Tree with no option but to propose its own candidates.

Given the centre-left's majority in both houses, the election of the Olive Tree's candidates thus became inevitable. In the case of the senate, this was possible on the second round of voting where a simple majority was required. But in the chamber, which required a two-thirds majority on the first three rounds of voting, a fourth vote was necessary. Last night it looked as though this final round in the chamber would be staged today.

Mr Nicola Mancino, a former Christian Democrat interior minister and veteran politician, was elected by 176 votes, well clear of the 156 majority required. The Olive Tree's candidate for the chamber was Mr Luciano Violante, deputy speaker in the previous parliament, a former chairman of the anti-mafia commission and one of the most important figures in the Party of the Democratic Left (PDS). The alliance's votes added to those of Reconstructed Communism, formed from the hard-core communists, are enough to ensure Mr Violante's success.

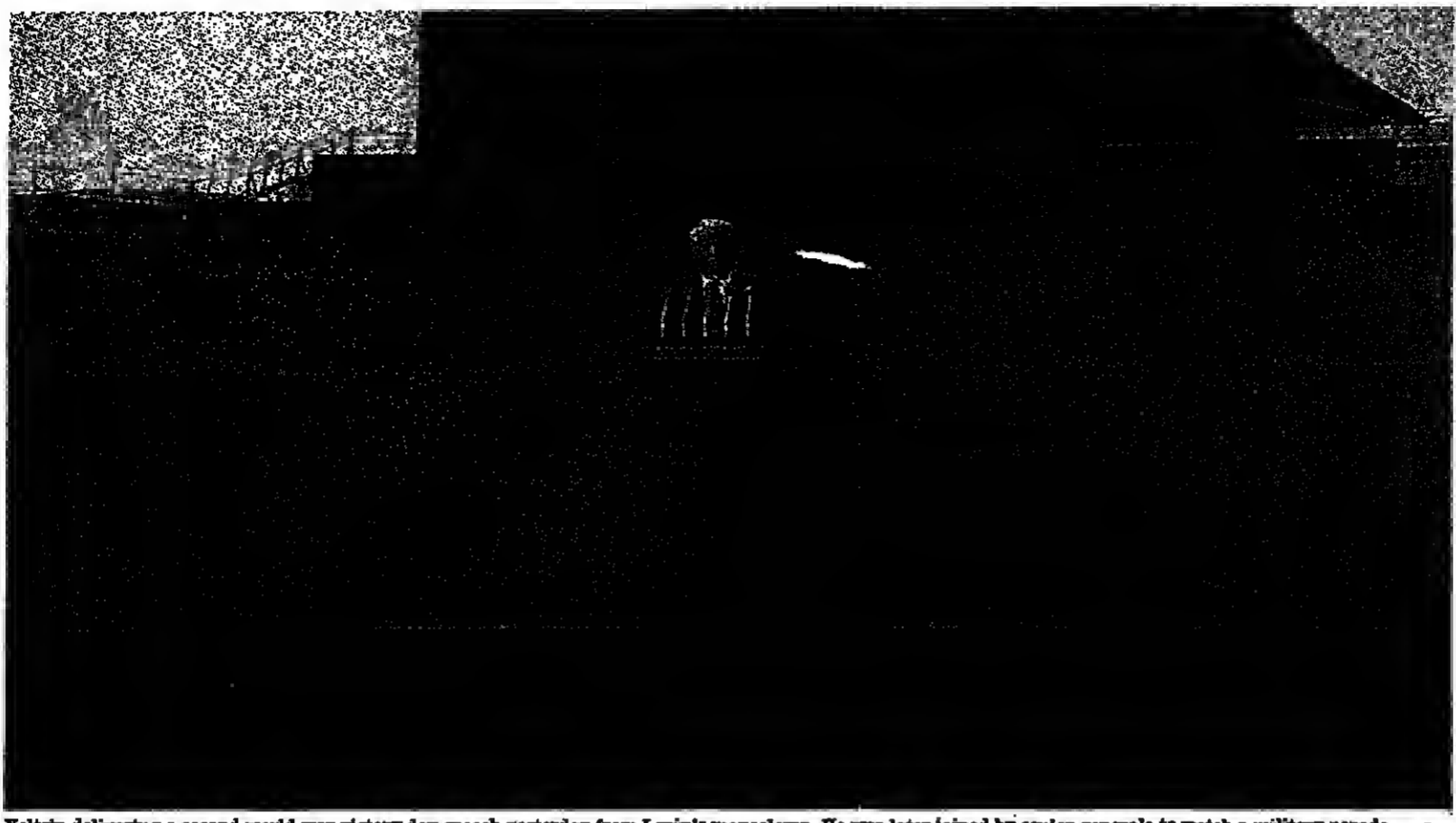
Confrontation between the two alliances is likely to be repeated in the coming days over the chairmanship of the various parliamentary committees. The hardliners in the Berlusconi camp claim the opposition must work to establish the kind of bi-polar politics in Britain, where the winning party takes the full reins of government.

However, moderates in the right-wing alliance maintain that it lacked the unity needed for this kind of opposition role. By seeking confrontation, they said, the various groups in the alliance risked serious divisions.

Of the 630 deputies elected, 350 were new while 168 of the 315 senators were first timers. Lawyers predominated in both houses, accounting for 14.5 per cent of the deputies and 15.7 per cent of senators.

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Yeltsin delivering a second world war victory day speech yesterday from Lenin's mausoleum. He was later joined by senior generals to watch a military parade.

YELTSIN DRAFTS LENIN ON TO CAMPAIGN TEAM

By Chrystia Fookland in Moscow

Russian President Boris Yeltsin yesterday embraced the symbols and ceremonies of the Soviet era as he stepped up his campaign for re-election in the June 16 ballot. The Kremlin leader commemorated May 9, when Russians celebrate the anniversary of the allied victory in the second world war, in a style borrowed from the Soviet Union. The red flag, but with a star instead of the hammer and sickle, flew in Red Square and Mr Yeltsin, flanked by senior government officials, delivered a speech from a marble platform above the Lenin mausoleum.

Mr Yeltsin, whose speech was followed by a military parade, called special attention to the recently re-introduced red flag, which he described as "a living link between the generations, which is now represented by our symbols".

The president, who is reputed to possess an instinctive flair for politics, raised the emotional stakes even higher yesterday afternoon when he flew to the southern Russian city of Volgograd, which, under its old name of Stalingrad, was the site of one of the Soviet Union's most important battles. Although Volgograd today is a staunchly red town, which heavily backed the Communist party in recent municipal elections, Mr Yeltsin made a passionate plea for the city's votes.

saying he felt a moral obligation to visit the site of such an important Red Army triumph and admitting that he "would have trouble holding back the tears" at a planned commemoration. But the president's effort to beat the Communists at their own game was countered by a high-spirited march of up to 50,000 Communist supporters through the streets of central Moscow. Mr Gennady Zyuganov, the Communist leader, told his supporters: "The Communists are facing a difficult victory, even more difficult than the 1945 victory over the Nazis. Then, the nation was united, society was not divided into the poor and the rich, into new Russians and old Russians." After rising steadily in opinion polls,

Mr Yeltsin's ratings have levelled off and most polls are showing him slightly behind his Communist rival. One recent poll put the president as many as 20 percentage points behind.

There is increasing nervousness among Yeltsin supporters and other Russian democrats. One senior Yeltsin aide has publicly called for the elections to be postponed and Mr Grigory Yavlinsky, the leading liberal outside the government, said this week he would be ready to form a coalition if Mr Yeltsin met several tough conditions. But Russian analysts said Mr Yeltsin was unlikely to be willing or able to meet Mr Yavlinsky's terms, which include an end to the war in Chechnya and radical changes in the cabinet.

Decree to pass Belgian budget

By Neil Buckley in Brussels

Mr Jean-Luc Dehaene, the Belgian prime minister, has asked parliament for special powers to legislate by decree on the 1997 budget after last week's collapse of a pact between the government, employers and unions. Special powers to rule by decree, although permitted under the Belgian constitution, have rarely been used except in times of crisis.

The jobs pact, agreed with union and employers' leaders on April 18, included a mechanism to limit wage rises in Belgium to no more than the average level in neighbouring France, Germany, and the Netherlands. The pact disintegrated last week after one of the two main unions, the FGTB socialist union, refused to endorse it because it contained no guarantees on job creation.

That left Mr Dehaene facing a potentially binding budget round this year to ensure that Belgium reduced its budget deficit to 3 per cent of GDP in 1997 - one of the criteria for inclusion in a single European currency. Belgium has made inclusion

in the first group of countries to adopt the Euro a central policy, and has adopted a series of austerity measures to reduce the deficit, including cuts in social spending and a three-year wage freeze which ends this year. It had hoped to strengthen its chances of admission to the final stage of monetary union by meeting the 3 per cent target this year - a year early - before allowing economic growth cast doubt on its chances of success.

Last weekend the Belgian cabinet agreed a further €37.5bn (€750m) of cuts for the year, aimed at keeping it on target for the 3 per cent target. But Mr Dehaene told parliament yesterday next year's budget would be "one of the most important in Belgium's history". The government was, therefore, proposing a draft framework law which would allow it to take measures in all areas of public finance to ensure it reached the 3 per cent target next year. The draft law will be debated in parliament today before a vote on Monday, but received an angry response yesterday from opposition members who denounced it.

New government prolongs doubts on euro timetable Spanish markets hit by mixed hints on Emu

By Tom Burns in Madrid

Spain's new centre-right government sowed confusion in the markets yesterday with mixed signals over the country's approach to economic and monetary union (Emu) and the start-up of the single European currency, the euro. After negative market reaction to a strong hint that it favoured postponing Emu in order to allow more EU members - notably Spain itself - more time to qualify as founding members, the government insisted that it was committed to meeting the goals on time.

The economy and finance minister, Mr Rodrigo Rato, seemed to endorse a suggestion earlier this week by the foreign minister, Mr Abel Matutes, that the clocks should be "stopped" on the Emu timetable. Mr Matutes' remarks "were realistic from the point of view of Spain's interests and they certainly represent the view of the government", Mr Rato said yesterday. Markets reacted quickly.

The Spanish bond yield, on a basis points, the price of futures was down 50 cents and the peseta fell against the D-Mark. "People were driven by the logic that the government was trying to wriggle out of taking tough measures," said a London currency trader. In London, Mr Yves-Thibault de Sigüy, European monetary affairs commissioner, brushed off suggestions that a single currency could be delayed. "The single currency is well on track - Europe will have the euro on January 1 1999. The political commitment of member states is unflinching."

Mr Rato's ministry later issued a statement reiterating "its commitment to meeting the criteria and timetable of convergence for monetary union". Officials stressed that the Emu strategy would be underlined by the cabinet today when it would seek agreement on spending cuts totalling at least Pta200bn (€1.6bn). Some analysts believed that the ministers' remarks

revealed a marked shift from the uncompromising support for the introduction of the euro in 1998 that had characterised the previous Socialist government. Others suggested that inexperience could be a factor. When Mr Carlos Westendorp, the former foreign minister, spoke in January of a "credibility crisis" surrounding the euro and called for its delay, Mr Pedro Solbes, the then economy minister, famously said Mr Westendorp did not "in any way represent the views of the government".

But the ruling Popular party led by Mr José Mari Aznar includes some Eurosceptics and appears to be far less dogmatic about Emu timetables. This is in part because the new team is much less optimistic about the domestic economy's readiness for the euro - Spain currently meets none of Emu's convergence criteria - and in part because some of the government's policy advisers believe excessive zeal to be a founding euro member could harm the economy.

EUROPEAN NEWS DIGEST

Dutch growth forecast falls

Dutch gross domestic product this year is likely to be 1.8 per cent rather than 2.5 per cent, according to the Organisation for Economic Co-operation and Development. The organisation blamed the downgrading of its original forecast on weakness in the neighbouring German and French economies, and a simultaneous decline in domestic housing starts. The organisation believes growth should recover to rise by 2.4 per cent next year, thanks to an expected upturn in exports later this year. But this revised figure is still lower than the 2.9 per cent predicted last year. The OECD based the revised figures for 1997 on the assumption that lower interest rates will encourage consumption and investment, and fuel an overall revival in European economic activity. It expects average Dutch interest rates for this year and next to be significantly below those that prevailed last year, while inflation should hold steady at 2 per cent. The budget deficit is expected to fall below 3 per cent of GDP in 1997. The Dutch debt/GDP ratio remains close to 80 per cent, however. David Broom, Amsterdam

German monorail approved

Germany's parliament yesterday cleared the way for a high-speed train propelled by electromagnetic levitation, linking Germany's biggest cities, Berlin and Hamburg. A prestige technology project for German industry, the bullet-shaped train is supposed to be in service by 2005 and cover the 297km stretch in under an hour, compared with three hours by conventional train. The government expects the train to carry at least 11m commuters a year. A train prototype has reached a top speed of 430kph. Under development for 20 years, the system uses the repelling force of magnetic fields generated by electric motors to lift the train about 15cm above the rail and propel it forward. Critics say the monorail will cost more than the government's estimate of DM5.6bn (€3.7bn) and is a waste of money. Green party politician Mr Rainer Steublock warned that his party would continue its fight against the project during local approval procedures in Schleswig-Holstein, a state governed by Greens and Social Democrats. AP, Bonn

Finnish deal averts strike

Finland's employers appear to be the main losers in a last-minute compromise over unemployment benefits struck yesterday between the Social Democratic-led coalition government and the main trade unions, averting the threat of a general strike called for today. Indefinite strike action against exporting companies set for next week was also called off. The unions were opposing cuts in unemployment benefit included in the government's tough PM20bn (€4bn) programme of spending cuts, intended to ensure that Finland qualifies for European monetary union. The deal includes concessions on training schemes for young and elderly among Finland's 17 per cent unemployed. It also increases the ratio of the FM12bn annual jobless benefit bill paid by employers from 33 per cent to 47 per cent, drawing criticism from the employers' confederation. However, the agreement includes no revision of the government's budget plans, thus preserving the unity of the coalition, which includes the Conservative, Green and Left parties, as well as the SDP. Hugh Carpenter, Stockholm

East German gloom deepens

The business climate in east Germany declined notably in the first quarter of the year, according to the Institute of the German Economy. A survey of the turnover and profit expectations for 1996 of 600 companies produced the worst result since 1993. The construction industry was particularly pessimistic, the institute said. Companies in the service and investment goods sectors were more positive. There seems little chance of improvement in unemployment as the number of east German companies planning redundancies rose to 64 per cent from 49 per cent last autumn. This is partly due to the generally poor economic situation in the electrical, chemical and energy distribution industries. Seen on a regional basis, Berlin was the most pessimistic. Nearly 70 per cent of companies in the city expect turnover and profits to drop this year. Saxony, where there was a small increase in the number of companies expecting better results, was the most positive. The survey shows export expectations have generally remained robust. Frederick Stüdemann, Berlin

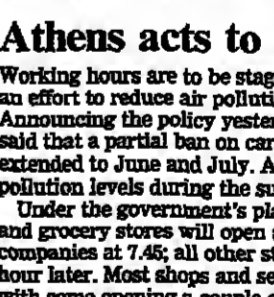
Workers are not only insisting that management pay wages unpaid since last year, they also want the state-owned group to change its ownership structure and give them a stake of at least 51 per cent. They are urging the republican government of Serbia to place import restrictions on components produced by EI-Nis to protect its flagging production. On Wednesday several thousand strikers were reported to have gathered in the centre of Nis, an industrial town about 200km south of Belgrade. Police prevented them from forcing their way into the town assembly hall. Reuter, Nis, Serbia

Athens acts to curb pollution

Working hours are to be staggered in Greece this summer in an effort to reduce air pollution in the capital, Athens. Announcing the policy yesterday, the environment ministry said that a partial ban on cars in the city centre would be extended to June and July. Athens has dangerously high air pollution levels during the summer, a report has found. Under the government's plan, public services, supermarkets and grocery stores will open at 7am, banks and insurance companies at 7.45am; all other stores will be allowed to open one hour later. Most shops and services now open around 8am, with some opening a couple of hours later. AP, Athens

ECONOMIC WATCH

Swiss jobless rate edges down



Switzerland's unemployment rate stood at 4.6 per cent in April, down from 4.6 per cent in March, the Swiss federal office of trade, industry and labour said. But the rate was still above April 1995's 4.3 per cent. The number of unemployed persons in Switzerland fell to 164,151 in April. That compares with 165,305 jobless in March and 156,684 a year ago. Year-on-year job vacancies were also down, with 6,353 vacancies in April 1996 compared with 6,781 in April 1995. Agencias, Geneva

Denish industrial sales fell 1 per cent while order books were 3 per cent down in current prices in January-March 1996 compared with the same 1995 period, according to government figures.

Poland's trade deficit in the first two months of 1996 amounted to \$1,450m, compared with a \$574m deficit during the corresponding period of 1995.

Brokers vie for Hungarian gas shares

By Virginia Marsh in Budapest

Hungarian and foreign brokers are engaged in fierce competition to secure local governments' shares in Hungary's five regional gas distribution companies even though APV, the state privatisation agency, has yet to decide on the size of the stakes it will hand out to individual councils. The powerful national savings bank, OTP, unveiled a plan on Monday to buy shares from about 1,100 councils together due to receive 40 per cent stakes in the five GDGs. The bank, which has teamed up with

Schroders, the UK investment bank, and Credit Ansaff Securities, one of the leading brokers on the local market, is offering the cash-strapped councils a minimum upfront payment as well as a 50 per cent share of any extra proceeds if it manages to sell the stakes for more. OTP's offer prompted Epic, a Vienna-based financial advisory company which runs one of the leading Czech investment funds, to announce it had already signed up most of the local councils that are due to receive shares in Tisza, the largest of the regional GDGs. It says it will soon come up with a rival plan to OTP's and that it is in

talks with other councils due to receive shares in the four other GDGs. In the meantime, several small local brokers say they have been quietly acquiring options on other councils' shares. The competition is one of the first of its kind in Hungary where, unlike in the Czech Republic, most former state companies have been sold to strategic partners. However, the socialised government which took power in 1994 has sought to sell more companies through the Budapest stock exchange, one of the world's smallest but best-performing markets this year, and is keen to see

some of the gas companies listed. It is hoped APV will hand out the stakes by June. However, some councils are threatening to sue the agency if they do not receive stakes they consider to be sufficient compensation for past investment in their local GDG. Western utilities including Italgas and Gas de France paid a total of \$460m for 50 per cent plus one stake in the five companies last December. OTP's plans are centred around listing at least the three largest GDGs. Other brokers say this would be the best way to maximise the value of the minority stakes.

Handwritten scribble at the bottom of the page.

Çiller faces new corruption inquiry

By John Barham in Istanbul

Turkish MPs yesterday voted overwhelmingly to set up a second parliamentary committee to investigate corruption allegations against Mrs Tansu Çiller, the former prime minister. Their action will further undermine the country's fractious conservative coalition government in which her True Path party shares power with the Motherland party of Mr Mesut Yilmaz, the prime minister.

MPs voted 378-141 against Mrs Çiller, with nearly all Motherland members supporting the opposition, led by the Islamist Refah party. Motherland MPs make no

A Turkish court yesterday acquitted nine members of the country's Human Rights Foundation and one other defendant, accused of "insulting the constitution and laws of Turkey", writes John Barham. The foundation was indicted last year following its publication of *A Present for Emil Galip Sandakci*, a collection of essays by Turkish intellectuals on democracy and human rights. Mr Sandakci was a founding member of the foundation. Human rights campaigners welcomed the acquittal, but warned that Turkey's human rights record remained poor. Last year, in

secret of their intention to unseat Mrs Çiller, in the hope that Mr Yilmaz will emerge as the sole leader of a unified centre-right. Mrs Çiller said: "This is a political game. History will

judge the players in this game. If the target is to investigate corruption, then let's lift the immunity of all MPs and open the way for independent judges." She has repeatedly accused Refah's leaders of corruption and even drug smuggling. Refah has put forward a series of motions in parliament to set up committees to investigate allegations against Mrs Çiller. Last month parliament

agreed to form a committee to investigate claims that she interfered in tenders by the state-owned power company Tedaş. Refah now plans a third committee to examine the source of Mrs Çiller's personal fortune. Each committee must report back within four months. If parliament accepts her findings, it could send her for trial. Relations between the two party leaders, while never good

are now said to be almost beyond repair. Mr Yilmaz said this week that, if she is facing prosecution, Mrs Çiller should not take over as prime minister for two years in January, as required by their coalition agreement. Co-operation between the parties has also practically ceased, paralysing government decision-making, even though both sides share the same free market, pro-western and secular values. As a result, business leaders see little chance that Turkey's 80 per cent annual inflation rate and heavy government overspending are likely to be tackled by this government. Mr Erol Sabanci, managing director of Akbank, Turkey's biggest private bank, said: "The business community does not have confidence on how long this government will be in power or how active it will be in decision-making."

appointed supervisory board of Fund 11 on grounds of negligence, a charge the firms intend to challenge in the international courts. Yesterday, Sir John Mellon, chairman of Regent Pacific Corporate Finance, said Regent Pacific Special Projects (RPSP), which is managing Fund 13 was considering going to court over the 60 days' notice of dismissal given by the supervisory board. The notice period expires on June 4. Ms Ewa Freyberg, deputy privatisation minister responsible for the privatisation programme, yesterday said in evidence to a parliamentary inquiry that such conflicts should be considered "normal" in such a complex scheme. Mr Marek Bryx, head of Fund 13's supervisory board claimed that RPSP had failed to live up to its original promises and was not producing results for its \$3.1m annual fee. RPSP has offered to put its remuneration on a performance-linked basis in exchange for having the notice period withdrawn and control of the fund restored.

More managers of Polish funds threaten to sue

By Christopher Bobinski in Warsaw

Regent Pacific, a Hong Kong based fund manager, and Yamaichi of Japan yesterday threatened to sue one of Poland's national investment funds which they agreed to manage last year. This is the latest episode in a dispute involving foreign participation in the country's mass privatisation programme. Equity in around 500 state-owned companies has been handed to 15 national investment funds, and management companies formed of local interests with foreign partners were taken on last summer. The fund managers' task is to enhance the value of the funds over 10 years. Ownership certificates in the funds, which will in time be listed on the Warsaw bourse, have been offered to the population at a nominal 20 zloty (\$7.50) fee. More than 12m Poles have taken up the offer so far. Last month, two US fund managers, Wasserstein Perella and New England Investment, were dismissed by the state-

appointed supervisory board of Fund 11 on grounds of negligence, a charge the firms intend to challenge in the international courts.

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'Flexibility' may lead to a multi-speed Europe

By Bruce Clark in Brussels

Six weeks into the arcane debate over the European Union's future, known to initiates as the intergovernmental conference, the Italian presidency says it can detect a wisp of white smoke. One of the most "promising areas" of discussion, it says, is the principle known in Euro-jargon as flexibility: the idea that wherever they feel able to do so, the keenest members of the European family should race ahead of the laggards.

In the past, it was part of the European Community's dogma that there could be no two-speed Europe. But if the most recent discussions at the IGC bear fruit, there could be many speeds in many sectors. Promising, in this context, is a relative term. What the Italians mean is that flexibility is not one of those issues in EU reform where positions look so incompatible that only a grand political bargain could close the gap. The principle of flexibility is

already well established with respect to economic and monetary union: on the most optimistic estimates, less than half the EU's members will be willing or able to join Emu in 1999. And if the enthusiasts get their way, the concept of a multi-speed Europe could be extended to many other fields: foreign policy, defence, legal affairs, the environment, scientific co-operation and so on. The hammer of "general flexibility" was raised last December by French President Jacques Chirac and Germany's Chancellor Helmut Kohl, in a signal that that they would not allow the EU's doubters to hold up the integration process. Partly at Britain's insistence, the EU leaders who launched the IGC in Turin in March laid down some strict terms for any discussion of the issue: it should not compromise the "institutional framework" of the Union, or distort competition. The Italians are also stressing the need to make it easy

for members to move from the slow to the fast lane in any policy area.

Britain is also arguing that deals under which some members forge ahead should be agreed by all, in detail as well as in principle; and it remains wary of being forced to pay for policies in which it does not participate. London already resents having to pay for the administration

of social policies from which it has opted out, and it rejects the French view - reaffirmed at this week's 27-nation meeting in Birmingham - that European military missions should be financed by the EU as a whole. The reference in Turin to a "single institutional framework" reflects the fear that a wild proliferation of ad-hoc arrangements between vary-

ing numbers of states will lead to a collapse of the EU.

One such arrangement already exists. The Schengen agreement on visa-free travel has been ratified by seven EU members - but the Union's institutions are wholly uninvolved. Germany wants immigration and asylum issues to become part of the hard core of EU business. Given the sensitivity of Britain to giving up

sovereignty in this area, that seems unlikely: at best, the loose co-operation that now exists between the EU's justice and interior ministries can be upgraded.

With such a wide range of attitudes to co-operation in home affairs, there is only one way the issue can be finessed without compromising the future of the Union - through the principle of flexibility.

Banks urged to upgrade systems ahead of Emu

By Pinal Taylor in Annecy, France

Market forces, new regulations and the approach of European monetary union have created a new phase in the consolidation of Europe's banking industry. Mr Howard Davies, deputy governor of the Bank of England, said yesterday. Mr Davies said previous attempts at creating pan-European retail banking groups had been "by no means an unqualified success".

"A number of large banking groups, the British among them, have withdrawn from retail services in other countries, their tails between their legs," he said. But a recent spate of cross-border acquisitions of investment banks might be "the tip of a larger iceberg", as banks took advantage of new European directives to branch into other countries.

Mr Davies, who was speaking at a meeting of European bankers in Annecy, France, organised by ICL, the UK-based systems integration and computer services group, emphasised that UK banks, particularly those involved in the wholesale banking business, needed to be gearing up now for the changes associated with Emu.

A straw poll of 65 conference delegates revealed that two thirds had not even started to consider the technological

implications of Emu - 27 per cent had plans in place and only a few had specified systems or begun system development.

"I am not surprised about the relatively small numbers which have specified or are developing systems at this stage," he said. "I wouldn't expect retail banks to have got into these areas, but I would expect anyone with wholesale business to be thinking pretty hard about getting into putting plans in place."

The deputy governor acknowledged that some UK banks might have weighed up the various Emu probabilities and decided to delay Emu-related investment decisions until after the general election, which is due by early next year. He said Emu-related system changes should be "essentially straightforward", particularly for wholesale banks already used to working with multi-currency systems.

However, he acknowledged that retail banks within the Euro trading area would face more difficult problems during the transition period, particularly since the changes required to computer software could coincide with changes made necessary by the so-called millennium problem - many older computer systems run software which cannot cope with the change to the year 2000.

Norway offshore oil strike over

Norwegian offshore oil workers called off their six-day stoppage yesterday as strikers began to withdraw their support. Reuter reports from Oslo. The Norwegian Federation of Oil Workers said its members at Norsk Hydro, British Petroleum and Statoil had said they no longer wanted to support the action.

The strike began last Saturday in support of a wage claim by 400 service workers, who were already on strike but whose action had not halted production.

The federation said it would decide later whether to call off the service workers' strike.

The union's leader, Mr Petter Bonde, said: "It seems that people in the operating companies have forgotten time-honoured solidarity and support. People are more interested in chatting with management than fighting for the working man."

Norsk Hydro said the 150,000 barrels per day Oseberg C platform would resume operations later yesterday. "It will take us a few hours to be in full production again."

Statoil said between 400 and 450 workers, including strikers, had been laid off because of the walkout but thought production "would be back in full swing on Saturday".

Strike-hit Statoil platforms included Statfjord B and C, and nearby satellite fields Statfjord East and North, whose output totals 510,000 b/d. Production was also at a standstill at the Gullfaks A and B installations, accounting for 280,000 b/d. Other fields affected by the strike were British Petroleum's Ula and Elf's Heimdal.

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NEWS: INTERNATIONAL

De Klerk embarks on uncertain trek

Michael Holman on the uncharted political landscape facing South Africa's National party as it quits the government of national unity

If President Nelson Mandela was feeling the strain of South Africa's most serious crisis since he took office two years ago, he was not showing it yesterday.

As his coalition government was about to collapse, the already shellshocked and still falling and the political landscape of South Africa was being redrawn. But the 76-year-old leader of the African National Congress seemed unfazed.

He was confident, he told an early morning press breakfast, in Mr Trevor Manuel his recently appointed finance minister. And if he regretted the impending departure from the cabinet of Mr FW de Klerk, his deputy president and former leader of white South Africa, he gave no indication that he would try to change his mind.

Yet if Mr de Klerk had wanted to hammer home the

importance of the role he and the National party have played in South Africa's successful transition from apartheid to democracy, he could hardly have done it more effectively.

On Wednesday, the day most of the country was celebrating agreement on a new constitution, just a couple of sentences by Mr de Klerk sent the rand plummeting.

The National party's membership of the government of national unity was under consideration, he said.

Within minutes the rand was falling, reflecting the markets' alarm at the prospect that he and eight ministerial colleagues would pull out of the government. It has held together as a fragile and sometimes fractious government of national unity ever since the ANC's victory in the 1994 election.

Whether the National party can overcome its association with apartheid and expand beyond its mainly white constituency is another matter. But the first thing he felt he had to do yesterday was to repair the damage his earlier remarks had done.

"I am distressed that rumours of our withdrawal had had such a negative effect on the value of the rand," he told a press conference in Cape Town.

"The basic economic policies of the government of national unity are sound," he said. "We have no reason to believe that the ANC has any intention of deviating from the course that they themselves have been co-instrumental in charting."

Indeed, he continued, the National party withdrawal from the coalition made it even more likely that those economic policies would be maintained.

Most observers accept that the National party has indeed been hamstringed in its junior role in the administration. It has been unable to use parliament as a forum for criticism, for fear of being accused of sabotaging the government.

Yet if the National party is to fulfil its new role in opposition, Mr de Klerk has a monumental task ahead of him. For it requires rebuilding a party still hampered by the baggage of the past and lacking new blood.

Earlier this year he had already hinted that it might be time to break away. Opening new headquarters in Pretoria in February, he called on his supporters to prepare for what he described as "a new spiritual trek towards an unknown political destination".

Although it was a phrase which is powerfully evocative of Afrikaner history, it was hardly designed to appeal to the black voters his party must now win over.

In the 1994 democratic elections the National party managed to capture around 21 per cent of the vote, most of this coming from its traditional white constituency. Local government elections last November suggested that the party had still failed to win over any significant black support.

On the contrary, there was evidence that it was losing support among the "coloured"

(mixed race) voters of the western Cape. Those backing had helped it win control of the province's regional assembly - its only electoral success.

But Mr de Klerk has also to confront a more fundamental problem. The Afrikaners of South Africa are divided and the National party can no longer rely on a constituency that was once rock solid in its backing for apartheid.

It was no accident that yesterday morning President Mandela went out of his way to praise General Constand Viljoen, the retired army chief whose Freedom Front party holds nine seats in parliament and which seeks what amounts to a white homeland. The Freedom Front abstained in the vote on the constitution on Wednesday and Mr Mandela's stewardly kept its hopes alive



De Klerk announces that his National party is to quit the government of national unity

INTERNATIONAL NEWS DIGEST

Mugabe choice disappoints

Zimbabwe's President Robert Mugabe yesterday appointed Mr Herbert Murerwa, the minister of industry and commerce, to the post of finance minister. The country had been without a finance minister since the death last October of Mr Ariston Chambati. Analysts said the appointment fell far short of the expectations of business leaders and international donors.

Mr Murerwa has no formal economics or business training and is unlikely to carry much clout within cabinet or the politburo. He is from the moderate wing of the ruling Zanu-PF party.

Mr Mugabe also replaced the posts and telecommunications minister, Mr David Karimanzira, following alleged mismanagement of the award of cellular telephone contracts. The main surprise - which disappointed businessmen - was the transfer of Mr Nathan Shamuyarira from the ministry of labour to industry and commerce. One of Mr Shamuyarira's last acts as labour minister was to ban redundancies by companies seeking to restructure - in open defiance of agreed economic reforms.

Tony Hawkins, Harare

Hizbollah bomb kills two

Hizbollah guerrillas yesterday set off a roadside bomb in Israel's self-styled security zone in southern Lebanon, killing two pro-Israeli militiamen. The bomb was the first attack to inflict casualties in the occupation zone since the April 27 ceasefire which ended 17 days of Israeli bombardment of Lebanon. The ceasefire agreement stipulated that Israeli forces and Hizbollah were not fire from or at civilian areas but did not rule out attacks on Israeli targets inside the 15km zone - considered resistance by Hizbollah against a foreign occupier.

Meanwhile, Arab ambassadors to the United Nations were yesterday seeking Security Council action on the UN report suggesting Israel had intentionally shelled a UN camp in Qana, Lebanon, killing more than 100 people. The US is not likely to vote for a measure that criticises Israel, although France described the report as troubling the UK said it should be taken seriously.

Agencies

Museveni heads for victory

Troops fanned out across Kampala before the official end yesterday of the country's first direct presidential elections. Most analysts predict that President Yoweri Museveni will win in the first round on the basis of his 10-year record of political stability and economic growth, enormously appreciated by an electorate scarred by the brutal regimes of dictators Idi Amin and Milton Obote.

The two opposition parties fielding Mr Paul Ssemogerere, a 64-year-old former minister, complained that the army would intimidate supporters. Furthermore, dissatisfaction in the north, where rebels are terrorising villagers, support for federalism and opposition from Ugandans who reject Mr Museveni's "no-party system", have created a surprisingly large protest vote. The president is unlikely to get the 85 per cent support his team expects.

Mr Ssemogerere virtually conceded defeat during a press conference the night before the election, blaming his anticipated failure on the bribing of local officials, "state-engineered violence" and constitutional rules that prevented opposition parties from operating effectively.

But observers say his Democratic Party is discredited by its alliance with the Uganda People's Congress (UPC), led by the exiled Mr Obote. Mr Ssemogerere's attitude to the Lord's Resistance Army, the rebel group committing atrocities in the north, also damaged his campaign.

Michela Wrong, Kampala

FROM DIVISION TO UNITY AND BACK

February 1990: President F.W. de Klerk sets the bar on presidential organisations including the ANC, the South African Communist Party and the Pan Africanist Congress.

December 1990: The CODESA negotiating forum, in the face of its own collapse for the first time.

March 1992: Mr de Klerk wins a clear vote of confidence in a whites-only referendum on his political reforms.

May 1992: CODESA II fails to resolve the deadlock over the percentages vote required for the adoption or amendment of the constitution, leads to an impasse.

June 1992: The ANC decides on a new strategy to press for the establishment of an interim government and elects its "constitutional assembly".

June 1992: The ANC launches a campaign of "strategic action" to force an acceleration in political change.

June 25 1992: The ANC National Executive Committee suspends bilateral talks with the government and participates in CODESA negotiations.

April 1 1993: Representatives from 26 South African political parties and organisations begin multi-party negotiations.

April 10 1993: The general secretary of the South African Communist Party, Mr Chris Hani, is assassinated in the town of Robben Island.

October 25 1993: Nelson Mandela and President de Klerk awarded the Nobel Peace Prize.

April 27 1994: The ANC wins a clear majority in the country's first fully democratic elections, the major opposition parties concede defeat and the vote is declared final.

May 9 1994: Interim parliament elects Mandela as president.

May 10: Mandela formally inaugurated as head of state, Dr Klerk and 18 other cabinet members deputy presidents.

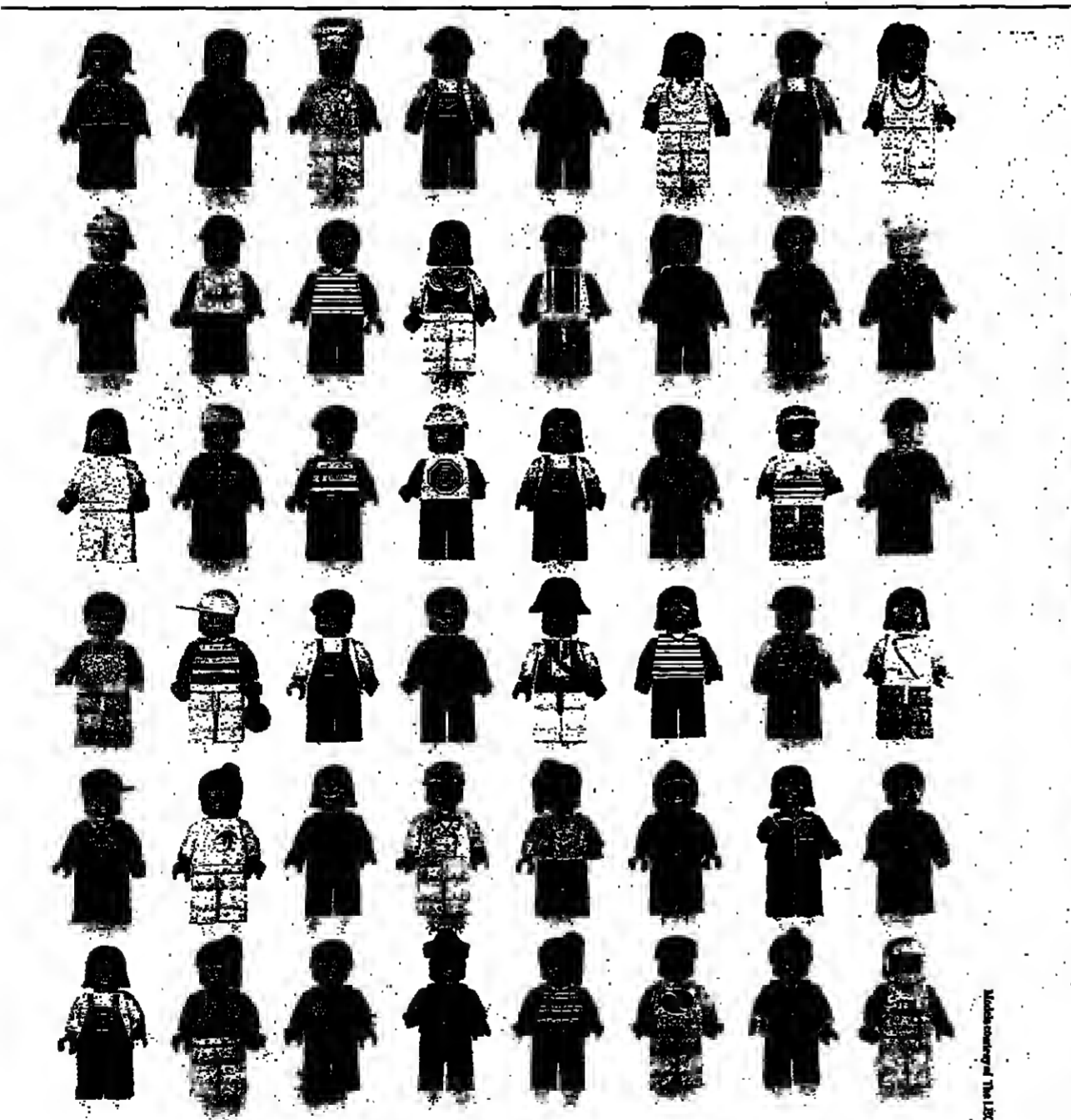
February 1995: Rhetoric leads to the boycott of both chambers of parliament in protest at failure of the ANC and NP to implement pre-election promises of talks on the devolution of power to KwaZulu-Natal.

Further boycott of the constitutional assembly was staged in April.

May 9 1995: De Klerk loses narrowly to favour of constitutionalism over his party, which would have won its position because of the election with seven other parties.

May 9 1995: De Klerk and National party withdraw from the government of national unity.

1995: Next election this



SPOT THE REFUGEE

There he is. Fourth row, second from the left. The one with the moustache. Obvious really.

Maybe not. The unsavoury-looking character you're looking at is more likely to be your average neighbourhood slob with a grubby vest and a weekend's stubble on his chin.

And the real refugee could just as easily be the clean-cut fellow on his left. You see, refugees are just like you and me.

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World Bank offers Hanoi \$1.5bn loan

By Jeremy Grant in Hanoi

The World Bank, praising Hanoi's progress towards a market economy, yesterday offered Vietnam \$1.5bn in concessional lending spread over three years from 1997. But it warned that long-term development depended on paying off the country's debts soon.

The funding would be provided by the International Development Association (IDA), the bank's soft-loan affiliate, and marks a significant

increase in the bank's assistance to the communist-run country, which is one of the poorest in the world.

"Provided the Vietnamese government wishes to take advantage of that facility we are very much prepared to do it," said Mr James Wolfensohn, bank president. Projects would include infrastructure, modernisation of the banking system, power and nutrition.

Some of the projects would be designed to assist Vietnam's nascent private sector, which

economists say suffers from discriminatory treatment by a government keen to bolster the role of the state sector.

However, Mr Wolfensohn, the first World Bank president to visit Hanoi, made no comment on a recent document issued by the Communist party rejecting large-scale privatisation. "It's for the government of Vietnam to run the country, not the bank," he said.

Vietnam was now the second largest recipient of IDA assistance after India, he added. "It

is essential, however, for Vietnam to overcome its past debt burdens with successful restructuring of outstanding commercial debt and transferable rouble debt, to set the stage for successful long-term development and access to international capital markets."

Vietnam still owes its commercial creditors about \$830m and has debts to Moscow of about \$10.5bn (\$2.1m), from the days of the former Soviet Union.

Mr Cao Si Kiem, governor of

Vietnam's central bank, said at a joint news conference with Mr Wolfensohn that talks with commercial creditors would resume on May 14.

"The two sides have reached agreement in principle and there remain some issues to be tackled. It is our hope that these will be cleared so that we will reach agreement and it will be signed, probably in the third quarter of this year," he said.

Although the two sides are understood to be far from

agreeing an appropriate price to settle the debt, as well as on debt forgiveness, bankers say Hanoi is under some pressure to compromise.

"I came away with the sense from the economic leadership that they are anxious to create an environment for investment and that... as soon as they can achieve this harmony - and I guess you will see this discussed at the next congress - we can expect an environment in which Vietnam will move ahead," Mr Wolfensohn said.

ASIA-PACIFIC NEWS DIGEST

Jobless rise in Australia

Australia's unemployment rate shot up last month to almost 8 per cent, its highest level for more than a year.

According to the latest figures from the Australian Bureau of Statistics, the rate reached 8.5 per cent in April on a seasonally adjusted basis compared with 8.5 per cent the previous month. The last time the figure was at this level was in February 1995.

The April data were much more gloomy than private sector economists had expected; most had predicted either no change or a slight decline in the jobless rate. Some analysts, who had been forecasting an uptick in economic activity in the second half of 1996 and a possible tightening of monetary policy, suggested that the latest job numbers rendered this a remote possibility. *Nikki Tait, Sydney*

Thais may widen currency band

The board of the Exchange Equalisation Fund, Thailand's most important monetary policy committee, is considering the possibility of widening the band within which the baht trades against the US dollar, according to the country's central bank. Under the plan, the baht would be allowed to fluctuate within three or four satang (hundredths of a baht) on either side of the central bank's daily mid-rate. Currently the baht is allowed to fluctuate by two satang above or below the rate.

The move is designed to add some extra risk to the currency, thus discouraging Thailand's high volume of destabilising short-term capital inflows.

Talk of widening the band, as well as recently introduced administrative measures, has already led to some capital outflows in recent weeks. *Ted Bardacke, Bangkok*

Malaysian trade gap lifts stocks

Malaysia yesterday announced a merchandise trade deficit for February which represented a contraction from January's shortfall but a considerable widening from February 1995. The deficit, a barometer on whether the fast growing country is over-heating, totalled \$587.1m (US\$300m) in February, against \$61.1m in January and \$547.9m in February 1995, the statistics department said.

Exports were \$13.8bn against \$16.1bn in January and imports were \$13.74bn versus \$17.29bn in January. Stock prices rose after the figures were announced.

The local currency, was unaffected by the figures, partly because the statistics department did not say how much of imports were capital equipment and how much were consumer goods. *James Kyngie, Kuala Lumpur*

NZ deports South Korean

New Zealand last night deported a former South Korean diplomat, Mr Choi Seung-jin, to Seoul on the eve of a state visit to South Korea by Mr Jim Bolger, prime minister. Mr Choi has been a source of considerable stress between the two countries for the past year since he was dismissed from the South Korean embassy in Wellington following allegations that he had passed confidential information to the South Korean opposition.

Mr Choi went into hiding and claimed political asylum, saying he would be killed if he was forced to return to Korea. Mr Choi said his wife had disappeared in Korea. New Zealand refused to return him while his case was investigated, provoking an angry reaction and intense political pressure for his return.

Mr Choi was escorted back to South Korea by New Zealand police. *Terry Hall, Wellington*

Friend or foe? Investors weigh parties' words against deeds

Indian left's bark may be worse than its bite

By Mark Nicholson in New Delhi

With India's social justice Janata Dal party and its leftist, mostly communist, allies poised to hold the key in a likely coalition government, the business community will be wondering whether to consider them friends or foes. The answer depends on whether to believe the parties' words, or examine their deeds.

Detailed in a joint declaration released last month, their words might put shivers down the spines of foreign investors. The parties, chiefly the JD, India's two communist parties and the socialist Samajwadi party, said the four years of Congress-led reforms had "eroded economic sovereignty" and "provided a bonanza for big capitalists and multinational companies".

It said the parties "reject the IMF-World Bank dictated economic policies" which had "increased economic disparities, fuelled unemployment and price rises... sharpened regional imbalances and hurt the nation's self-reliance". India's ally public sector, they added, should be freed from "bureaucratic shackles" but its privatisation "shall not be permitted".

The parties said foreign multinationals would be invited "only in the areas of technology gaps" but "kept out" of consumer goods sectors, those dominated by small industries, agriculture and the financial sector.

The parties added that in "international negotiations" they would seek to protect India's agriculture, pharmaceutical, chemical and textiles industries.

All of these policies might spell a full



Sleeping on it: A poll officer naps after counting votes in New Delhi

stop for economic reforms, and in some cases a reverse. Except that JD state governments and the Communist Party of India (Marxist) government of West Bengal have observed such policies more in breach than observance.

Mr Jyoti Basu, West Bengal's Marxist leader for the past 19 years, has presided over a thoroughly pragmatic approach to foreign investment since Congress deregulated and liberalised the economy.

A Basu aide in Calcutta recently reeled off a list of multinationals operating in the state, including Philips, Siemens and BOC, saying: "We have clearly spelt out that we need investment. We'll see workers' interests are protected - that's all. But we need to create employment." Moreover, Mr Basu last year tried to privatise one of Calcutta's state-run hotels.

JD leaders have proved similarly reform and investor-friendly in practice. Mr Deve Gowda, chief minister of Karnataka, has included a trip to the World Economic Forum in Davos in his attempts to draw

foreign high-technology and infrastructure investors to his state.

His government recently helped push through approvals for a \$1bn US power project at Mangalore, and when some "economic nationalists" objected to the opening in Bangalore of Kentucky Fried Chicken, Mr Gowda's government offered support to the US fast-food chain.

In Bihar, even, Mr Laloo Prasad Yadav, the populist farmers' son chief minister, was also boasting on the campaign trail of his investment-seeking trips last year to London, New York and Singapore.

It is clear that any left-wing JD dominated government's economic policies would favour their largely agrarian supporters. Cuts in fuel, fertiliser and energy subsidies would be unlikely.

But whether their bite would live up to their barks about "foreign multinationals" is far less clear. "When you just look at your state governments, they're screaming for foreign investment," said the head of one US investment institution in Bombay.

Philippines defies regional trend as stocks surge

By Edward Luce in Manila

The Philippine stock market yesterday soared to a 23-month high on news of strong profits growth and better than expected macroeconomic trends.

The market, which has jumped 7 per cent since last week and more than 50 per cent since the start of the year, is going against regional trends.

"What is exciting about the last few days is that other bourses in the region - such as Thailand and Malaysia - have remained flat or even dropped slightly, while the Philippines has taken off," said Mr William Daniel, head of BZW in Manila.

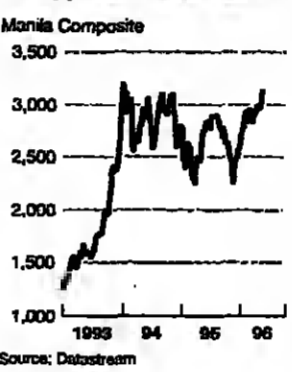
With corporate profits growth averaging more than 30 per cent in the first three months and forecasts of Philippine gross national product growing by as much as 7 per cent this year, from 5.7 per cent in 1995, turnover on the Philippine exchange doubled in the last week to more than 4bn pesos (\$150m) yesterday.

Market sentiment was bolstered by news of falling inflation, which dropped half a point to 11.3 per cent in April and is expected to dip into single figures next month, and the announcement on Wednesday of a compromise between the executive and Congress to push through the administration's centrepiece tax reform bill.

Upward revision of forecasts for private sector earnings growth - which most brokerages are putting at about 35 per cent for 1996, compared with a 14 per cent average forecast for Malaysia and 12 per cent for Singapore - has also lifted stocks.

Analysts said the composite index, which closed up 69.93 points at 3,133.37 yesterday, was likely to overtake the record high of 3,347 in the next few weeks as lower inflation led to a fall in prime interest rates.

Philippines stock market



Source: Datastream

Japan allays fears over rate rise

By Gerard Baker in Tokyo

The Japanese government yesterday moved quickly to allay growing fears in financial markets of an early rise in short-term interest rates.

As speculation mounted that the authorities might soon end the long period of monetary accommodation that has helped Japan's economy out of recession in the last two years, Mr Tadaaki Ogawa, senior finance ministry bureaucrat, emphasised that government policy remained supportive.

"There is no change in the government's economic assessment or its economic policy stance," he said.

Meanwhile, the Bank of Japan intervened heavily in domestic money markets to ease the upward pressure on overnight lending rates.

Earlier the stock market had dropped sharply as expectations of tighter monetary conditions spread. Wednesday's decision by the industrial Bank of Japan to raise its long-term prime lending rate from 3.2 per cent to 3.6 per cent rattled

investors, who sold stocks heavily. IBI's move was followed yesterday by the two other long-term credit banks.

The moves reflect the higher cost of funds faced by banks in recent months as long-term interest rates have risen. The yield on the benchmark 10-year government bond has edged up from 2.7 per cent in autumn to 3.5 per cent last month. The yield slipped slightly yesterday, however, as bonds gained from equity market's difficulties. And the Bank of Japan has continued to keep overnight

rates below the official discount rate of 0.5 per cent.

At one stage yesterday the Nikkei index of 235 leading stocks was down by more than 400 points, almost 2 per cent, before closing at 21,411.88, a loss of 316.72 points on the day, the third-largest one-day decline of the year. There is a growing confidence in the durability of the economic recovery. The growth in gross domestic product in the last three months of 1995 seems to have been maintained in the first quarter of 1996.

Banks fear extension of Taiwan labour law will harm employees

Naura Tyson on rules ostensibly aimed at preventing 'exploitation'

Ms Liu has worked at a foreign bank's Taipei branch for 15 years and now holds a senior managerial position as the head of its private banking business in Taiwan. But if labour laws governing the manufacturing sector are extended to cover service industries on July 1 as scheduled, she will find it much more difficult to perform her job. And if those laws had been brought into effect a few years ago, she probably would not have got the job at all.

Her boss is in an even trickier position. If Ms Liu (not her real name) works more than two hours of overtime on any given day, or more than 24 hours overtime in a month, or stays at the office past 10 in the evening, the head of the branch could be prosecuted for violation of labour laws and sent to prison.

The labour law was originally designed to protect assembly line workers, especially women, from being exploited. But if left unchanged it would have the effect of reversing the huge gains made by women in services

If the law is implemented unchanged it would have the effect of reversing the huge gains made by women in services

plans to bring banks, credit unions, petrol stations, tourist hotels, sanitation and pollution control companies and information service companies under the umbrella of the Labour Standards Law. Bank and credit union employees make up nearly half the estimated 200,000 additional people set to be covered by the law.

Foreign banks say that easily 70 per cent of their Taiwan staff are women, many of them in senior management positions. More than half of employees in the local banking industry, both state-bank and private, are women.

Alarmed at the prospect of a finding a large percentage of their workforce affected by the law, the foreign banks in Taiwan - normally extremely reticent when it comes to crit-

icising the government - this week issued a public protest.

In a joint statement through the American and European chambers of commerce, they called on the government to amend the labour law to take account of the significant differences between manufacturing and service industry workers. Portions of the law, including discrimination between men and women, were "antiquated and irrelevant" and would severely set back the island's ambitions of becoming an Asian business and finance hub, they said.

The law "would discriminate against women in banking and prevent them from pursuing well paid, highly skilled professional careers in which many women currently in our employ are valued and successful," the statement said. "The implementation of [the law] without its amendment first would be a significant step backwards in the government's programmes to internationalise and modernise" the economy.

As it stands, the labour law stipulates that workers in manufacturing, from the chairman down, must be paid double for time worked above 48 hours a week. Men are restricted to a maximum of 46 hours of overtime a month, and women to 24 hours. Women are limited to two hours of overtime a day and men to three. It is illegal for women to work between 10pm and 5am.

Mr Scott Law, country head for American Express Bank and chairman of the American

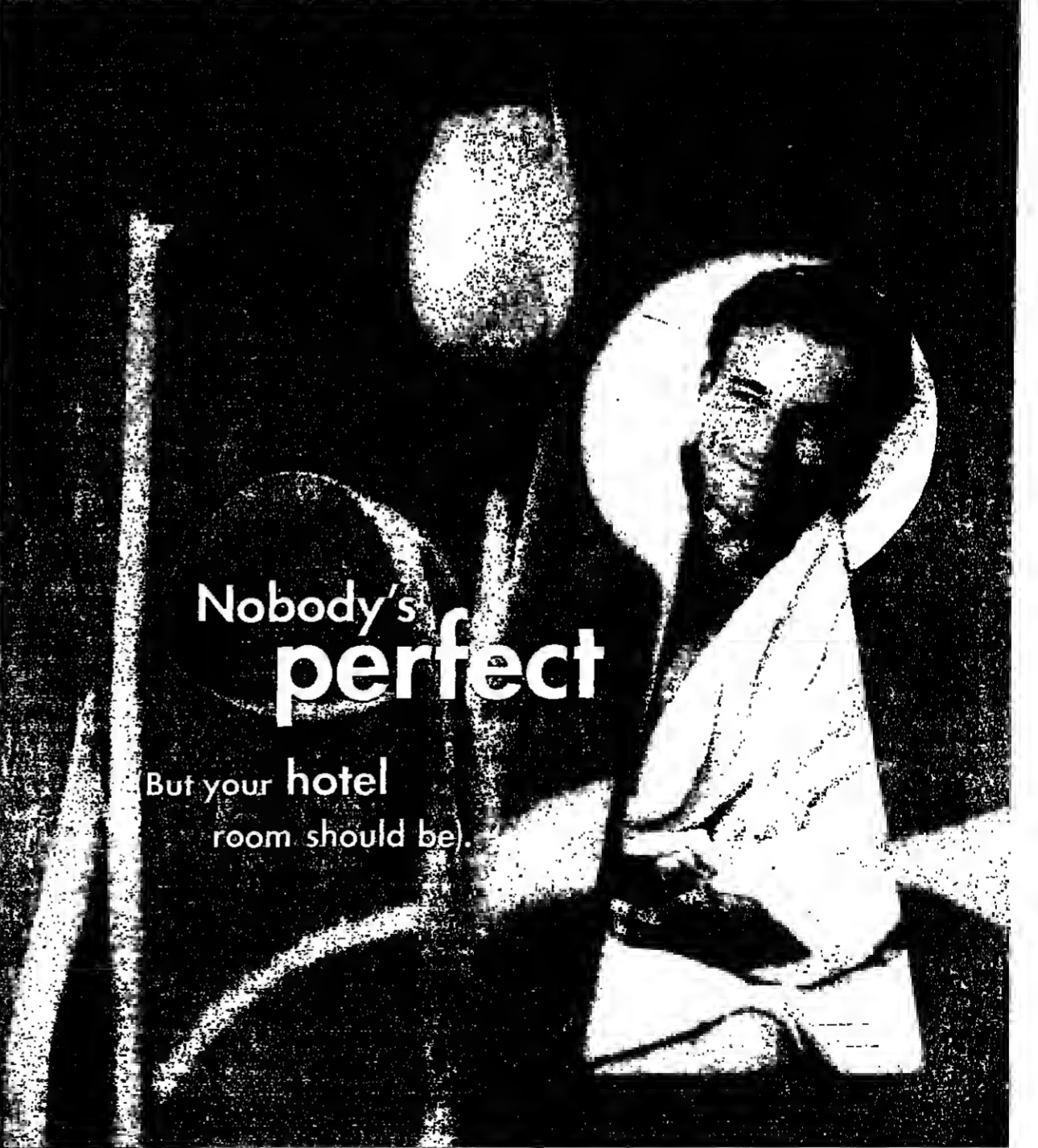
chamber's banking committee, said: "They're trying to fit a square peg into a round hole. The law is fine for unskilled labour on the factory floor but it is quite a different scenario when applied to professional staff in the service industry."

He argued that it was impractical to pay senior executives, now in many cases on incentive-based compensation schemes, an hourly wage, as would be required under the law.

Mr Law could not confirm local news reports that some foreign banks might pull out of Taiwan if the law is implemented without changes, but said some foreign banks were marginally profitable in Taiwan or suffered losses.

Many Taiwanese companies find the law impractical for managerial levels and above, and in practice it is often neither strictly complied with nor enforced. But foreign companies generally, and especially banks, feel obliged to go to great lengths to operate strictly within the law regardless of market practice.

Those who ignore even the most anachronistic of laws do so at their peril - as the country head of United Airlines discovered last year when the CLA initiated criminal proceedings against him for violation of overtime laws relating to female staff. The case was soon dropped amid embarrassment, but illustrates that while those who draft the laws may have good intentions, the bureaucratic machine can make life difficult.



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NEWS: WORLD TRADE

Shell abandons oil project off Vietnam

By Jeremy Grant in Hanoi

Shell, the Anglo-Dutch group, yesterday said it had abandoned exploration at an oil field off the Vietnamese coast, becoming the first oil major to pull out of the country's offshore energy sector.

The move had been expected by the industry but reflects growing disenchantment over prospects for significant oil and gas finds in the Nam Con Son basin, an area off southern Vietnam which attracted enormous interest from foreign companies five years ago.

Shell said the company had drilled four wells but none had proved commercial, prompting Shell to relinquish an option to continue exploration at the field, known as Block 10.

"It's not surprising. Companies are only willing to spend so much with no reward and the point comes when you have to say No," said Dr Gavin Law, far east oil and gas ana-

lyst with Edinburgh-based consultants Wood Mackenzie.

Shell first started prospecting for oil and gas off the Vietnamese coast in 1986 and has since spent over \$150m. It still has small interests in three other blocks offshore from Vietnam, operated by other foreign companies.

PetroVietnam's deputy director for international co-operation, Mr Nguyen Hung Lan, said one of Shell's partners in the block, Total of France, would assume Shell's share.

Other companies are likely to follow Shell. British Gas has found nothing of commercial value in Block 04-01 nearby and although it has said it will stay in Vietnam until October, industry experts say the company is likely to leave then.

Lasmo of the UK is also believed to be disappointed with results at its Block 04-2.

Only British Petroleum has reason to be cheerful about the area where it has made a large

gas discovery.

Mobil of the US has spent about \$45m drilling two wells east of the Nam Con Son basin in the Thanh Long (Blue Dragon) prospect in waters disputed with China. Despite a modest showing last month, the outlook for a viable find is not encouraging, experts say.

Shell's withdrawal leaves Vietnam with 18 contracts with foreign oil and gas companies, most signed about three years ago. Only two companies have made what are regarded as significant discoveries: Petronas of Malaysia and Japan's Mitsubishi Oil. Both were made in the Cuu Long (Mekong) Basin, an area north of Nam Con Son.

Mr Lan said that Petronas had made a commercial discovery of about 20,000 b/d and was discussing a development plan with PetroVietnam. Vietnam planned to pump 8.2m tonnes of crude oil this year, up from 7.8m tonnes in 1995, he said.

Lex Column, Page 18

BHP demand for better oilfield terms is rejected

By Jeremy Grant in Hanoi

Vietnam's state oil agency PetroVietnam said yesterday it had rejected demands to alter the terms of an oil exploration contract with Australian oil and minerals group BHP.

The two sides have been locked in talks for months over the future of BHP's stake in the offshore Dai Hung oilfield. BHP has been seeking a revision of terms in its revenue sharing contract with PetroVietnam to reflect lower than expected reserves.

"Our principle is very clear that we don't accept any revision of PSC [product sharing contract] terms," said Mr

Nguyen Hung Lan, deputy director of PetroVietnam's international relations department. BHP officials were not available for comment.

PetroVietnam's insistence on retaining the terms of the 1993 contract is likely to come as a blow to the Australian company, which had hoped to secure changes in order to improve financial returns.

The Dai Hung field was once regarded as Vietnam's most promising offshore oil prospect. But output has dwindled to about 13,000 b/d, from 35,000 b/d when production started in October 1994. BHP and its partners Total of France, Petronas of Malaysia and Sumitomo of Japan are understood to have

pumped about \$180m into the field. BHP's stake is around 44 per cent.

Mr Lan said PetroVietnam was prepared to offer BHP some financing as a way of "solving BHP's financial difficulties", but he declined to elaborate. At one stage, BHP threatened to pull out of Dai Hung if it could not get the terms revised.

However, Mr Lan's comments appear to imply that both sides have given themselves a breathing space, whereby the possibility of a full pullout by BHP has been avoided, a move which would embarrass Vietnam as it tries to maintain foreign interest in its energy sector.

Poland at the centre of truck growth

Manufacturers are enjoying pent-up demand in eastern Europe, writes Haig Simonian

New business from the former communist countries of eastern Europe could boost European heavy truck sales by up to 30 per cent in the next decade, according to Scania, the Swedish truck maker.

Eastern Europe could buy up to 52,000 heavy trucks of more than 16 tonnes a year, making it the fastest growing region for truck makers after south-east Asia, according to Mr Christopher Ljungner, chairman of Scania's Polish subsidiary.

The demand from new, private-sector east European hauliers desperate to modernise their gas-guzzling and polluting fleets will play a significant role in boosting the overall European truck market to new peaks of more than 200,000 units and average annual sales comfortably in excess of the current 150,000 units, he predicts.

Such optimistic forecasts appear to be borne out at the exhibition grounds of the Poznan Auto Fair - eastern Europe's premier motor show - where heavy trucks bearing familiar western brand names are very evident.

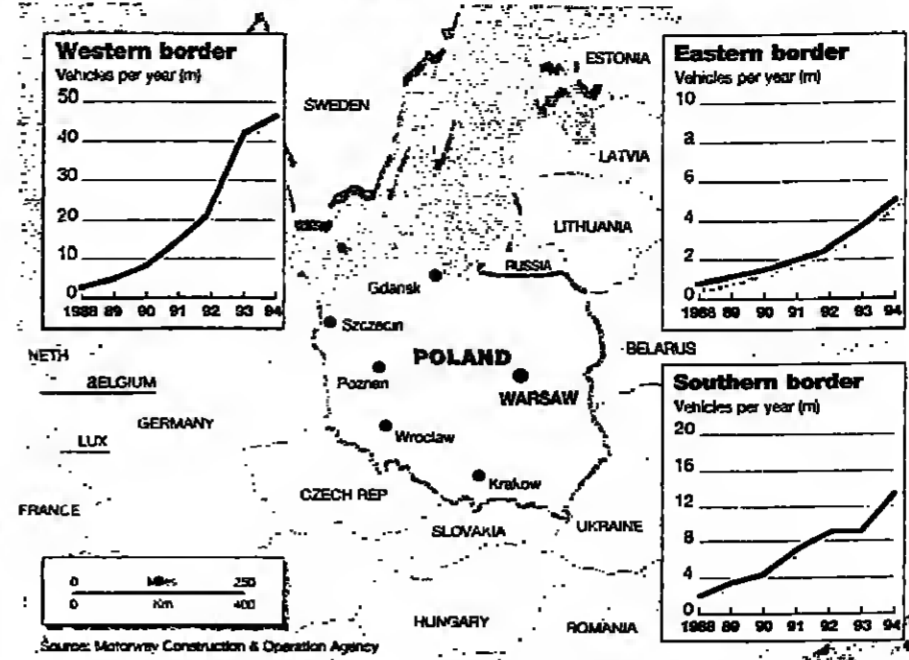
Europe's truck makers have focused on Poland to spearhead their eastern European plans. The country's size and its 40m population make it by far the biggest single transport market in the region. Economic growth of 7 per cent in 1995 and expectations of more than 5 per cent this year have fuelled a road transport boom.

Moreover, Poland's location between Germany and new markets in Russia, Ukraine and Belarus has stimulated through-goods traffic - part of it controlled by Polish hauliers.

The transport boom has been reflected in registrations. Sales of domestically produced commercial vehicles soared by 32 per cent to 24,676 units last year. Registrations of imported commercial vehicles rose even faster, with a 57 per cent climb to 3,504 units. Although many vehicles were car-derived vans or light delivery trucks, an increasing number were heavy-duty juggernauts.

It is that potential which has prompted truck makers to assemble locally. Scania's Polish joint venture started work in 1993. Last year it made more than 1,000 trucks and buses. Volvo, its arch-rival, began soon after. Since then virtually all Europe's main truck makers have begun building trucks

Poland: more crossings at the crossroads



International haulage represents just a fraction of the east European truck market. The bulk of vehicles are used for national, and often purely local, purposes. Many operators have struggled to survive as national economies have undergone fundamental changes, let alone had the spare resources to purchase new foreign vehicles. However, Mr Ortegren believes matters are starting to change among purely domestic transport users, with big retailers and cement companies leading the way.

There are, however, still constraints on the speed of sales growth in the region. Apart from economic vicissitudes, many east European countries are still handicapped by a relatively poor road transport infrastructure.

Matters are particularly acute in Poland. The number of cross-border journeys has soared as private motorists and hauliers have used the freedom to travel. But for truckers, customs delays of hours, or even days in some cases, are commonplace.

The development of Poland's heavy goods market is also impeded by the country's under-developed motorway network. The government is committed to a motorway building programme, to be financed by tolls. More than 2,000km of new motorways are to be constructed to create new north-south and east-west links, at a cost of more than \$10bn.

The programme, however, is already behind schedule, and will take years to complete. But western truck makers are confident that every extra kilometre of road will boost their future business.

GM shrugs off fears of US-China trade wars

General Motors executives yesterday shrugged off fears of a trade war between Washington and Beijing, and said the US vehicle producer was ready to invest \$2bn in China's potentially huge vehicle market.

Threats of sanctions and counter-sanctions over rampant copyright piracy in China would have no effect on GM's plans for China, according to senior company executives.

"If all the planned ventures that we are now negotiating are realised over the next few months, we will be making investments of over \$2bn, including equity and debt, in China over the next few years," said Mr Louis Hughes, executive vice-president of GM's international operations.

"We believe that the General Motors company, the largest corporation in the world, must invest in China," Mr Hughes said.

He added that Sino-US tensions would have no impact on GM's strategy.

"Because both countries are so large, there will inevitably be times of friction, on whatever issue, in the future," he said. "Those very short, temporary frictions bear no relationship whatever to our investments in China."

GM will continue its aggressive campaign to persuade Washington not to end China's Most Favoured Nation (MFN) trade status, which was threatened by the diplomatic and trade disputes, Mr Hughes said.

GM and its global carmaking competitors have long vied for roles in the state-directed development of China's vehicle industry.

The company had already invested more than \$200m in vehicle parts production in China, said Mr Rudolph Schlaiss, president of GM's China operations.

The \$2bn figure for investment included more than \$1bn earmarked for a joint venture with Shanghai Automotive Industry Corp to make mid-sized cars, he said.

GM, which beat US rival Ford for the venture deal, was expected to begin production in the fourth quarter of 1996 as planned, he said, but gave no details. Beijing has yet to give formal approval.

GM already has one China joint venture making pick-up trucks and others that produce vehicle parts.

Overproduction and an austerity campaign have hit China's passenger car market hard in recent months, but Mr Hughes said he was confident the Chinese market was on track to become one of the most important in the world.

Business anger forces retreat on tariff breaks

Australia's new coalition federal government is to reconsider its plans to abolish the tariff concession scheme after an outcry from the business community.

The concession scheme allows duty free imports of certain goods used in industry provided there is no Australian manufacturer of alternative goods. It is of particular value to manufacturers who have to import some of their inputs.

Although Australia has been reducing tariffs for several years, it still has a general tariff of 8 per cent, which is to fall to 5 per cent in July. There are also higher tariffs in specific sectors, such as textiles.

Instead of abolishing the scheme altogether in July - which would have raised over A\$400m (US\$200m) a year for government coffers - the government is now proposing to reduce the concession so that industry would pay a tariff of 3 per cent.

The government, meanwhile, would raise additional funds by ensuring that some consumer goods, currently imported duty free, bore the 3 per cent tariff. The list of goods likely to be affected is unclear.

Assuming the revised plan is adopted, it will be the first big concession to the business community by the conservative coalition government since its election on March 2.

The plan to impose tariffs on previously exempt consumer items has come under attack from the opposition Labor party, which claims it amounts to a "new tax" and hence breaks the coalition's election promises.

In parliament yesterday ministers defended the revised scheme on the grounds it was now more "administratively workable".

Meanwhile, some government backbenchers and industry representatives remain unhappy at the compromise 3 per cent levy, claiming that this would still be an additional burden on manufacturers.

The coalition borrowed the original plan to abolish the tariff concession scheme from Labor - which unveiled the proposal during the election campaign, saying the A\$1.5bn raised over the three-year parliamentary term would help fund its promises on health and welfare schemes.

The coalition, whose election promises were considerably more generous than Labor's, quickly added the funding initiative into its own plans.

However, in the wake of the election success, the new government faced a barrage of criticism from industry groups.

WORLD TRADE NEWS DIGEST

Kinkel warns on sanctions

Mr Klaus Kinkel, Germany's foreign minister, yesterday warned the US it could face retaliatory measures from the European Union if third countries suffered under Washington's trade sanctions laws. He said the EU would not allow Washington to penalise third parties for doing business with targets of US trade sanctions such as Cuba, Iran and Libya.

"For reasons of principle, the European Union would have to consider countermeasures that will in turn have a negative effect on American trade and investment interests in Europe," Mr Kinkel said.

The bone of contention is the so-called Helms-Burton law, designed by the US Congress to tighten sanctions on Cuba after it shot down in March two aircraft piloted by exiles. One section of the four-part law would allow US citizens to sue foreign companies or people who profited from property or investments deemed to have been confiscated by Havana.

Under another section, people or employees of companies benefiting since March from such investments or property could be barred from entering the US. The EU reacted furiously and called for formal consultation with the World Trade Organisation, the first step under WTO rules to creating an official disputes panel.

Individual EU countries have also threatened to retaliate with entry restrictions of their own.

Reuter, Bonn

Porsche kits for Mexico

Porsche has begun assembly of sports cars for the first time outside Germany, at a BMW plant in Mexico. The 911 Series models are being produced from kits at BMW's new Toluca assembly facility, which recently began production of BMW's 3 Series saloons for the Mexican market.

Porsche's collaboration agreement with BMW is only the second with another manufacturer in its 50-year history. Its first was with Audi, Volkswagen's executive car division, on the Porsche 924 launched in the 1970s. The Porsches are being assembled by BMW's Mexican subsidiary, General BMW de Mexico, under the supervision of Porsche engineering staff.

The Mexican venture is modest in scale - between 75 and 100 cars a year - and has been created solely as a means of avoiding Mexico's ban on new car imports by any party not classified as a manufacturer. BMW vehicles assembling only about 3,000 cars a year at the plant when fully on stream within the next three years.

John Griffiths, London

Vietnam signs \$637m port deal

A consortium of three Asian companies has signed a \$637m build-operate-transfer (BOT) contract with state-owned Vinsmarine of Vietnam to construct a deep sea port at the southern city of Vung Tau.

The grouping consists of Evergreen International, a unit of the Taiwanese Evergreen shipping group, Malaysia's MMC Ports, a subsidiary of the Kuala Lumpur-listed Malaysian Mining Corp, and Treadis Resources, a Singapore-based company backed by Japanese and Malaysian investors. Total capacity at the Vung Tau port would be 48m tonnes of cargo when completed in 15 years.

Jeremy Grant, Hanoi

Jardine forms water venture

Hongkong Land Holdings, the property and infrastructure arm of the Jardine group, yesterday announced that it had teamed up with Temasek of Singapore and AIDC of Australia to form a \$20m water treatment company to finance and develop projects in China.

Of the initial equity, divided equally between the partners, \$25m will be invested in a joint venture with a local partner in Shenyang, the capital city of Liaoning province. The joint venture will fund and develop water supply facilities of 150,000 cubic metres per day. The move marks a significant step for Hongkong Land, which is seeking to expand its infrastructure activities in the region. AIDC is an investment company owned by the Australian government. Temasek is an investment holding company owned by the Singapore government.

John Ridding, Hong Kong

Siebe, the international controls and appliances manufacturer, said yesterday it had won two Middle East orders for plant automation equipment worth \$25m (\$380m). JGC of Japan, which is building a liquefied natural gas plant in Qatar, has ordered Siebe safety shutdown and information systems for the 5m tonne-a-year development.

Control systems manufactured by Siebe's Foxboro subsidiary are also to be installed at a \$1.4bn power plant near Riyadh, in Saudi Arabia.

Tim Burr, London

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3. How many FlightDisk users in your company?

4. Where do you primarily fly to?

5. How often do you travel?

6. How often do you travel by air?

7. How often do you travel by sea?

8. How often do you travel by rail?

9. How often do you travel by bus?

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APPOINTMENTS

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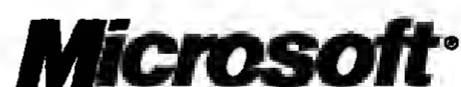
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Dole attacks Clinton over Asia policy

By Jurek Martin, US Editor, in Washington

Senator Bob Dole, the US Senate majority leader, yesterday offered a sweeping indictment of the Clinton administration's Asia policies and proposed a new "Pacific democracy defence programme" aimed at hunting the threat of ballistic missile from China and North Korea.

The presumptive Republican presidential candidate also said that President Bill Clinton "should cease bilateral contacts with North Korea on proliferation and on diplomatic normalisation, until North

Korea resumes direct discussions with South Korea."

Mr Dole's speech was the first set-piece address devoted to foreign policy since March, when he was virtually assured of the Republican nomination.

Mr Dole said there were "two myths" about the president's foreign affairs record. The first was that some recent achievements had rendered him "a capable foreign policy president." The second was that, "because the president and I believe in international engagement, free trade and peace in the Middle East, there are not major differences between us on America's

global future." He maintained that the differences were "vast and fundamental", including Nato expansion, excessive reliance on the UN and the need for more effective ballistic missile defence.

But the speech also dealt with what he saw as problems specific to Asia. He said Japan, Taiwan and South Korea were directly exposed to ballistic missile threat and so it was time to make available US systems, such as theatre high-altitude air defence, to which, he said, they did not have access.

Mr Dole said the president had only "belatedly discov-

ered" the importance of the security relationship with Japan on his trip to Tokyo last month. The administration had "provoked a trade war, lost it, and then declared victory." Even so, pressure on Japan to continue to open its markets should be maintained.

Mr Clinton, he charged, had also mishandled relations with Taiwan, particularly over the failure to offer "decent treatment" to President Lee Teng-hui on his US visit last year. Taiwan should, the senator added, also be provided with additional means of defence.

On North Korea, Mr Dole accused Mr Clinton of "dia-

logue for dialogue's sake - no strategic vision, no operational plan and no tactical co-ordination." Recommending further ostracism of Pyongyang, he said China had not been appraised in advance of the president's quadripartite talks initiative, involving both Korea, the US and China.

The biggest part of his speech was on relations with China, where "the list of concerns and problems in the relationship is long and growing." But, he said, Mr Clinton had used a "scattershot" approach to China, jumping from trade to missile proliferation without internal consistency.



NYC woes block tax cuts

By Richard Tomkins in New York

New York City's financial crisis yesterday forced Mr Rudy Giuliani, the city's mayor (pictured above), to shelve plans for tax cuts that had been expected to inject more life into the economy.

The cuts postponed include a local surcharge on personal income tax that costs the average working New Yorker \$78 a year. But one tax cut saved by

Mr Giuliani is a two-point reduction in the city's 8 per cent tax on clothing sales.

The mayor hopes that reduction will stem the flow of people shopping outside the city. But other cuts deferred involve property taxes on condominiums and apartment buildings run by co-operatives.

Mr Giuliani, the first Republican mayor of New York City in a generation, has championed tax cuts as a way to invigorate its ailing economy. However, since he took office at the beginning of 1994, many planned cuts have been stymied by the city's deep financial woes.

In spite of cuts in public services and the axing of about 20,000 jobs from the municipal workforce of 200,000, the city continually finds itself with insufficient revenue from taxation and other sources to cover its public service spending.

New York's planned spending in the fiscal year to start in July is \$32.7bn, more than that of some countries. By law, it has to balance its books, but Mr Giuliani faces an expected shortfall in revenue of more than \$2bn.

The main reason for New York's budgetary problems is a tradition of offering a high level of public services, supported by high taxes. The latter have driven people and businesses out of the city, leading to a reduction in the tax base and a need for yet higher taxes to support the city's spending.

This year, the leading US credit rating agencies threatened a further downgrading of the city's debt if New York did not get a grip on its financial problems. It already has one of the lowest debt ratings of any large US city, only two notches above junk bond status.

Republican moderate budget move rejected

By Patti Waldmeir in Washington

The White House yesterday rejected a new, more moderate Republican proposal for balancing the US federal budget, as the two sides battled for the public relations advantage in this year's presidential election campaign.

The White House chief spokesman, Mr Mike McCurry, said President Bill Clinton would veto a budget which followed the Republican proposal. But Mr Clinton himself later left the door open for negotiations, as he has done consistently in recent months. In improvised remarks, he said the new budget plan was "a movement in the right direc-

tion", adding, "I hope that this is the beginning of a process that will end in a... balanced budget."

With no immediate resumption of budget negotiations in sight, Democrats and Republicans remain deadlocked over the most sensitive legislative business now before Congress: the repeal of a 1993 petrol tax, an increase in the federal minimum wage, and plans to balance the federal budget by 2002.

Even so, the new Republican plan marks a significant shift in the party's position on how budget balance - a goal agreed by both sides - should be achieved. It calls for much smaller tax

cuts and gentler reductions in the rate of growth in popular spending programmes, in an attempt to counter the image of political extremism created by the party's previous approach to budget balance. Republicans leaders date the decline in their popularity to their showdown early this year with the president over a tougher deficit reduction plan.

The current proposal is a faint shadow of Republican plans in 1995 to dismantle large chunks of the federal government, slash spending, overhaul public health programmes and provide large tax cuts. The Republicans' Contract with America proposed tax cuts

costing \$321m; the current proposal calls for \$122m in cuts. The main tax break would be a \$500 credit per child, an idea first proposed not by the Republicans but by Mr Clinton in 1994.

The latest Republican proposal narrows the gap between the two sides over the size of necessary savings, but wide disagreements remain over the policy changes needed to generate those savings. A main area of dispute is over federal control of welfare, Medicare (public health care for the elderly) and education, with the Republicans still fighting to give states control in these areas and the White House wanting power to remain at the centre.

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Brazilian police courts backed

By Angus Foster in São Paulo

The Brazilian senate has hocked a proposal to scrap the country's special police courts, in an embarrassing setback for President Fernando Henrique Cardoso.

The proposal, which Mr Cardoso backed publicly after a massacre of at least 19 landless farmers by police last month, would have meant cases against police officers going to civil courts rather than special police tribunals.

Human rights groups claim that such tribunals are usually very lenient.

Senators supporting the police and big landowners combined to reject the original proposal. They intend to offer an alternative bill, which would give civil courts jurisdiction only over cases where police intended harm to victims. Police courts would continue to judge cases where any harm was alleged to be accidental.

Mr Hélio Bicudo, the Workers' Party politician who made the original proposal, said the alternative was "a mechanism to trick people. Who decides whether a crime is intentional or accidental is the police," he said.

Even if the alternative proposal is approved by the full senate, the bill has to return to the lower chamber of Congress. The slow legislative process in Brazil means final approval could take years.

Mr Cardoso's government, which is suffering domestic and international criticism for its slowness in addressing social problems, wanted to use the abolition of police courts as a concrete example of progress on human rights. It was also expected to be one of the main points of a National Plan for

Brazilian President Fernando Henrique Cardoso's economic reform proposals are back on track after a damaging delay, the supreme court having upheld a government-backed amendment to the constitution's social security provisions, writes Angus Foster.

The reform had been on hold since a supreme court judge granted an injunction last month. But the full court, on Wednesday night, ruled by 10:1 that Congress may resume voting on the social security changes.

The government had hoped for approval of most of its projects by next month, but the delay has made that look very optimistic. Many Congress members are expected to be absent later this year, involved in municipal elections in October.

human rights, which the government was hoping to announce next week.

The setback is especially awkward because of continuing concern about the massacre last month, when police shot farmers blocking a road in the Amazon region. Mr Mário Pantoja, the police colonel who led the action, has claimed his officers did not hear his orders to cease fire. Independent coroners, however, say several of the dead farmers showed signs of summary execution, such as bullets fired from very close range.

The killings prompted Mr Cardoso to try and accelerate the government's cautious land reform programme. But his efforts are already running into opposition in Congress, where many landowners from his own coalition oppose the measures.

Contrasted fortunes at NY sales

The big early summer sales of contemporary art at Sotheby's and Christie's in New York this week suffered very different fates, Anthony Thornecroft writes.

On Tuesday night, Christie's sold 37 of the 46 lots offered for a total of \$15.3m. (\$10.1m). But, on Wednesday, while Sotheby's found buyers for 45 of its 59 lots, the three most important works - by Willem de Kooning, Jasper Johns and Franz Kline, each estimated at upwards of \$2.5m - failed to sell.

As consolation, 16 of the 17 paintings from the collection of Helen Benjamin found buyers, for a total of \$3.3m. The auction brought in \$13.4m. (\$8.8m), and was 54 per cent sold by value. The top price was the \$2.4m for Study for Agony, painted by Arshile Gorky in 1947, shortly before his suicide.

Paraguayan officers dismissed

Paraguayan President Juan Carlos Wasmosy has sacked 21 military supporters of General Lino Oviedo, who caused a crisis last month when he refused to step down as army chief, AP reports from Asunción.

The president's office announced late on Wednesday that 11 generals and 10 colonels, mostly from the cavalry, had been retired. The president also replaced Paraguay's deputy defence minister, General Abilio Giménez.

On April 23, after a 27-hour impasse which provoked fear of a military coup, Mr Wasmosy agreed to appoint Gen Oviedo defence minister on condition that he quit the army. But, after Gen Oviedo had retired, the president bowed to public pressure and revoked the agreement.

Gen Oviedo, who wants to run for the presidency in 1999, has lamed a faction within the ruling Colorado Party.

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COMPANIES AND FINANCE: EUROPE

Astra meets expectations and confirms NY listing

By Hugh Carnegie in Stockholm

Astra, the Swedish pharmaceuticals group, yesterday met market expectations with an 11 per cent rise in first quarter profits and said it would go ahead with a planned listing on the New York Stock Exchange this month despite adverse publicity in the US over claims of sexual harassment.

SKr3.44bn (\$506m). Earnings per share rose 10 per cent, from SKr3.63 to SKr3.99. Group sales increased 8 per cent from SKr3.5bn to SKr3.8bn, driven by a 15 per cent increase in sales of its top product, the anti-ulcer drug Losec, one of the world's top two best-selling prescription drugs. In the US, where Astra has grown rapidly recently, sales rose 28 per cent to SKr2.45bn, including Astra's half share in Astra Merck, which sells Losec in the US. As Astra had warned earlier, the result was affected by the much

higher value of the Swedish krona in the period, compared with the same stage last year. It said group sales at constant exchange rates were up 16 per cent overall and by 39 per cent in the US. Sales of Losec increased 25 per cent under the same adjustment. The result was in line with analysts' expectations and Astra shares were stable in a weak Stockholm stock market yesterday. The most-traded A share ended unchanged at SKr298.50. The company, Sweden's biggest in terms of market capitalisation, con-

firmed that it planned to list its shares on the New York Stock Exchange on May 23. It would be the second Swedish company to do so, after the flotation of the truck maker Scania last month. Mr Hakan Mogren, chief executive, refused to be diverted by the storm of publicity that hit Astra in the US last week over allegations of repeated sexual harassment of employees by senior executives in its US operation. Astra suspended Mr Lars Björkman, its US chief executive, and two other senior officers pending its own inves-

tigation of the charges, levelled in a cover story in Business Week magazine and other journals. But the company said it was confident investors would judge that the affair would not affect its business operations. In the first quarter, sales of Astra's second-ranking drug, the anti-asthma treatment Pulmicort, rose from SKr1bn to SKr1.1bn - although the company said the rise was 18 per cent calculated at constant exchange rates. Sales of Soloken, the "beta-blocker" cardiovascular agent, increased from SKr588m to SKr613m.

NEWS DIGEST

Soditic to return with new partners

Soditic, once the scourge of the Swiss bond market cartel, is to ride again with a new set of partners. The financial services group, founded in Geneva in 1971 by Mr Maurice Dwek and taken over in 1990 by S.G. Warburg, is relaunching itself with six new partners from Warburg and financial backing from Smith Barney, the US investment bank, and Mercury Asset Management. Smith Barney and MAM - once the fund management arm of the Warburg group - have each taken a 20 per cent stake in Soditic. The original investment banking business in Geneva, and most of its 60 employees, became redundant when Warburg was taken over by Swiss Bank Corporation last year. Soditic has no plans to return to bond issues. "The whole primary debt market in Switzerland has matured. The opportunities which existed in a cartelised market have gone," said Mr Francis Stobart, one of Soditic's new directors. Instead, the group plans to find niches in trade finance, loan syndication, leasing, merger advice and some equity dealing and placements. George Graham, Banking Correspondent

Wasa snubs Trygg-Hansa offer

Wasa, the Swedish insurer, yesterday emphatically rejected a hostile bid by its local rival Trygg-Hansa in one of the fastest and most unusual takeover battles seen in Scandinavia. A meeting of representatives of Wasa's policyholders unanimously turned down a SKr1.5bn (\$220m) offer for Wasa's non-life business launched by Trygg-Hansa on Tuesday afternoon after merger talks between the two groups had broken down. They elected instead to accept an internal restructuring under which Wasa Liv, the group's life insurance arm, will pay SKr1.04bn to the 400,000 non-life policyholders to merge the previously parallel mutual businesses into one structure, with the non-life operations run as a subsidiary of Wasa Liv. As part of the deal, Wasa's international partner, Sureko, will take a 9.9 per cent of the non-life operations. Hugh Carnegie, Stockholm

SAS group bids for Estonian Air

Scandinavian Airlines System has made a bid for 66 per cent of the state-owned airline Estonian Air, together with its partners Tallinna Pank, the Danish Investment Fund for Eastern Europe and Swedfund International. Under the plan, the Estonian government would keep 34 per cent, SAS would own 28 per cent and Tallinna Pank 17 per cent, while the Danish Investment Fund and Swedfund International would have 10.5 per cent each. The offer would provide Estonian Air with about \$30m in capital. AFP News, Stockholm

Avesta Sheffield up 76% pre-tax

Avesta Sheffield, the Anglo-Swedish specialist steelmaker, posted pre-tax profits for the 15 months to March 31 up 76 per cent from SKr2.7bn to SKr4.76bn (\$686m). Sales rose from SKr22.79bn to SKr27.65bn. The group made operating profits of SKr4.63bn and net profits of SKr3.27bn. Earnings per share rose from SKr12.43 to SKr20.68. AFP News, Stockholm. Fokus Bank, the Norwegian bank, posted net profits for the first quarter down 10.6 per cent from Nkr131m to Nkr117m (\$17.9m). Net interest income fell from Nkr255m to Nkr228m, while other income dropped from Nkr117m to Nkr97m. Loan loss provisions fell from Nkr34m to Nkr7m. AFP News, Oslo. Statoil, the Norwegian oil group, posted first quarter pre-tax profits of Nkr3.8bn (\$531m) against Nkr3.5bn. Operating profits were unchanged at Nkr4bn on sales up from Nkr21.2bn to Nkr24.3bn. Net profits fell from Nkr1.8bn to Nkr1.5bn. AFP News, Oslo. Seat, Volkswagen's Spanish subsidiary, posted losses of Pta3.03bn (\$24m) in the first quarter, down 37.8 per cent from Pta4.88bn. Sales climbed 15.8 per cent to Pta145.194m from Pta126.324m, while vehicle output rose 16.2 per cent to 108,869 units. AFP News, Barcelona

Nordic players learn mobile phone numbers game

Ericsson is less exposed to the price and growth factors which have hit Nokia, writes Hugh Carnegie

For most of the past three years, Nordic neighbours Ericsson and Nokia have ridden the worldwide surge in mobile telephone sales to dazzling profits growth and strong market positions in a booming industry. Suddenly, they seem to have veered on to divergent paths. On Wednesday, Sweden's Ericsson confidently reported a 28 per cent increase in first-quarter profits to SKr1.5bn (\$220.2m), fuelled by a 36 per cent rise in mobile equipment sales. By contrast, Nokia, based in Finland, yesterday revealed a slump in pre-tax earnings from FmL35bn to FmL29bn (\$4m) as its mobile phone sales grew by just 10 per cent and its mobile phone division slipped into the red. The recent problems of Nokia - and some subdued

results from Motorola of the US, the third of the world's top three mobile equipment makers - have raised worries among many investors that the mobile boom has peaked. A glance at Nokia's share price shows how serious these concerns are. From a peak of FmL30 last September, it traded as low as FmL10 early this year and yesterday was, at one stage, below FmL10 once more. Negative factors have clearly emerged in the past six months in the mobile business. In the US, the biggest single market, sales growth has flattened significantly as first generation networks, based on analogue technology, have matured, and the newly-licensed digital networks have yet to come fully on-stream. Early this year, the depressed economic climate in

Europe also led to cooler sales growth in important markets such as the UK. Meanwhile, prices for mobile handsets fell sharply last year and continue to tumble - by up to 25 per cent this year - as demand growth has eased and competition has increased from a growing number of suppliers. This has put sharp pressure on the high profit margins that the established producers previously enjoyed. But if the industry is cooling, how was Ericsson able to report such strong first-quarter figures? The answer lies not so much in the state of the markets as in the structure of the different groups. "The mobile sector is a long way from going ex-growth," says Mr Richard Kramer, tele-

coms analyst at Kleinwort Benson in London. He estimates, for example, that there was 65 per cent growth in Europe in the first quarter compared with the same period last year, signalling only a marginal cooling in the rapid increases in demand. Asian markets are expanding at an even faster rate, most industry observers expect demand to rise again in the US once the new digital networks are live. "In no way are we seeing any significant reverse in expectations for mobile telephony overall," Mr Jorma Ollila, Nokia's chief executive, insisted yesterday. The reason Nokia has done much worse than Ericsson recently is that the Finnish company is much more exposed than its Swedish rival

to those areas of the sector that have been most vulnerable to growth fluctuations and price falls. Ericsson has two-thirds of its mobile business in infrastructure - that is, the radio base stations and switching gear which make up the cellular networks. These have been much less subject to margin pressures than the market for handsets. In addition, Ericsson is weighted towards GSM and GSM-related digital systems, which are the fastest growing segment of the worldwide market in both systems and handsets. Nokia is also strong in GSM. But, to date, the bulk of its sales have been in handsets, where it is now struggling against falling prices and the slowdown in demand for anal-

ogue devices, which still make up 50 per cent of its handset sales. On top of that, Nokia has been plagued by logistical problems in its production process - caused, ironically, by the difficulties of managing its rapid increases in output. Mr Ollila blames these problems for half of the recent reverse in performance. Significantly, Nokia's infrastructure business showed a marked improvement in performance in the first quarter, lifting sales almost 40 per cent and pushing up profits. Nokia is now looking increasingly to the infrastructure side to help restore its overall profit performance. But the handset business must also get back on track quickly if Nokia is to fulfil Mr Ollila's pledge of a much better result in the second half of the year.

IRI shelves plans for break-up of Finmeccanica

By Andrew Hill in Milan

Finmeccanica, Italy's state-controlled industrial group, must halve its debt and dispose of non-strategic activities in preparation for privatisation next year, its majority shareholder said yesterday.

But IRI, the state holding company which owns 62 per cent of Finmeccanica, has shelved more aggressive plans to break the industrial group into two companies - one for civil activities and the other for defence and aerospace. The break-up plan, prepared

following a report from McKinsey, the management consultant, was favoured by Mr Michele Tedeschi, IRI's chairman, but strongly opposed by Finmeccanica's top management, headed by Mr Fabiano Fabiani, the chairman. Mr Fabiani is one of the Ital-

ian industrialists closest to the centre-left alliance which won last month's elections, headed by Mr Romano Prodi, a former IRI chairman. IRI insisted yesterday that the defence and aerospace activities, which include well-known manufacturers

such as Alenia and Agusta, should be "totally separated" from the energy, transport and engineering activities, under the overall ownership of Finmeccanica. Finmeccanica said the group was already organised in this way. A number of subsidiaries in the civil sector, such as Eltag Bailey Process Automation and Union Switch & Signal, are separately quoted. Finmeccanica announced a consolidated group profit of L4.5bn (\$2.5m) for the year to December 31 1995, slightly lower than the 1994 figure of L5.25bn. Net debt stood at L4.878bn at the end of 1995, an increase on the end-1994 figure of L4.411bn because of the repayment of L350bn owed to suppliers of Efim, the liqui-

dated state holding company. IRI said it wanted debt to come down by L2,000bn by the end of next year with a view to selling its majority stake then or at the beginning of 1998. Finmeccanica said yesterday it regarded the defence interests as an asset, and not a handicap to the sale of IRI's stake. Finmeccanica said reduction of debt was "the group's main commitment", and would be realised through "drastic action to concentrate the company on core businesses" as well as joint ventures and alliances. IRI has now given Finmeccanica the formal go-ahead to merge with the old Efim defence and aerospace companies, which are already wholly owned by the group.

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COMPANIES AND FINANCE: EUROPE

Veba upbeat as profits advance to DM1bn

By Frederick Stüdemann in Berlin

Veba, the German utility group, announced a 19.1 per cent increase in pre-tax profits in the first quarter of 1996 to DM1.01bn (\$695m) despite a slight decrease in sales to DM118.2bn. Net earnings rose 21.1 per cent to DM454m.

The robust first-quarter figures prompted Veba, Germany's fourth-largest company, to state that it was confident it would improve on record 1995 pre-tax profits of

DM1.8bn. The company said a strong performance in the group's electricity division, which benefited from Germany's long and harsh winter, was instrumental in boosting first-quarter profits.

"The surge in earnings exceeded our expectations," Veba said.

But while profits in the electricity division rose in the first quarter, Veba said that there had been a 1.2 per cent fall in the division's sales, which the company attributed to price reductions after the abolition

of Germany's coal levy from January 1.

The group's chemicals division recorded a 7.1 per cent drop in sales, which Veba said resulted from lower prices and a decline in demand.

The effects of the harsh winter on the German construction sector - and a generally unfavourable business climate - were blamed for a 0.8 per cent drop in sales in the group's trading, transportation and services division.

The oil and telecommunications divisions offered more

positive news. Sales in the oil division increased 4.3 per cent, owing partly to higher crude oil prices.

Sales in the telecommunications division, which has gained importance in Veba's corporate strategy, rose 5.7 per cent, though the company said high start-up costs would continue to account for balance-sheet losses in the division.

Through its Vebacom subsidiary, Veba has made inroads into the German telecoms market in the run-up to liberalisation of the sector in 1998. Veba-

com has a stake in E-Plus, the third and smallest of the country's three mobile telephone networks.

In the fixed network sector, Vebacom has formed an alliance with Cable and Wireless of the UK, in which the German company owns a 10 per cent stake, with the aim of competing head-on with Deutsche Telekom, Germany's state-owned telecoms company. Veba has said that it hopes to have secured 10 per cent of Germany's telecoms market by 2003.

Czech PM refuses to back bank GDR issue

By Vincent Boland in Prague

Ceská Spořitelna, the big Czech savings bank, said yesterday it would press ahead with an international offering of Global Depository Receipts despite the government's refusal to release shares from the state's stake in the bank.

The bank had proposed that the Czech National Property Fund (NPF), the state holding company, cut its stake by seven percentage points - to 38 per cent - by releasing the shares, which would then be converted into GDRs and sold to foreign investors.

Bank executives promoted the proposal as a means of further privatising Česká Spořitelna. However, Mr Vaclav Klaus, the prime minister, ruled out GDR issues as an acceptable way of reducing the state's stakes in the three largest Czech banks.

Both Česká Spořitelna and Bankers Trust, which is co-leasing managing the issue with Deutsche Morgan Grenfell, said the offer would proceed as planned. "The roadshow begins next week in Europe," Bankers Trust said.

Ceská Spořitelna and its advisers are likely to have had alternative plans for sourcing the shares for the issue, which will be for between 5 per cent and 10 per cent of the bank's share capital and will not carry voting rights.

Shares in Česká Spořitelna have risen sharply in recent weeks in anticipation of foreign investor interest.

Further bank privatisation will be one of the most important issues facing the government after a general election at the end of this month.

The NPF is the biggest shareholder in the three main commercial banks and there is controversy over whether these should be cut further, and how.

"The government has nothing against GDRs," Mr Klaus said, "but we do not accept [their use] as a means of spontaneous privatisation." He described GDRs as "marginal" to the wider question of how to privatise the state's remaining banking stakes.

NEWS DIGEST

Montell reports bulk plastics recovery

Montell, the world's largest producer of polypropylene, yesterday reported a modest recovery in the market for bulk plastics, posted operating profits of \$42m in the first quarter. The company, launched last April as a joint venture between Montedison of Italy and Royal Dutch/Shell, reported an operating loss of \$59m in the final quarter of last year. However, there had been a "significant recovery" in the first three months of this year, as prices and demand recovered, said Mr Peter Vogtlander, chief executive.

Sales rose 8 per cent, to \$903m. While the results were well below those of last year, the company expected further rises in the second quarter. Montell achieved an operating profit of more than \$30m on sales of nearly \$1,100m in the first quarter of last year, on a pro-forma basis.

Jerry Luesby

AP Moller raises forecast

Mr Maersk McKinney Moller, chairman of the A.P. Moller shipping, shipbuilding and oil and gas empire, has raised the profits forecast for the group. He told the annual meeting of one of the group's main companies that profits in both the shipping and oil and gas businesses would improve on last year's. The group had previously forecast unchanged profits for shipping and slightly lower profits for oil and gas. The Danish company, which operates the world's largest fleet of container-carrying liner vessels and is the operating company for a consortium producing oil and gas from the Danish sector of the North Sea, reported sales of Dkr28.5bn (\$4.86bn) in 1995. Net profits increased from Dkr1.59bn to Dkr1.86bn.

Hilary Barnes, Copenhagen

Veag warns after DM140m loss

Veag, the east German utility, announced losses of DM140m (\$92m) for 1995 and warned that a continuing fall in sales and price cuts granted to industrial customers would see further losses of DM150m this year. The company, which is owned by a consortium of west German utility companies, said receipts from electricity sales declined DM340m to DM5.82bn. "This was largely due to the operational start-up of municipal, regional and industrial power stations," Veag said.

Investment last year totalled DM2.4bn and was primarily concentrated on the development of power stations. This was the biggest investment in the company's history and prompted Veag to seek external financing for the first time. Interest rate payments formed a considerable burden on the balance sheet, the company said. Elsewhere, Veag said it was stepping up operations in the telecommunications sector where it is working in co-operation with the west German utilities RWE, VEW, and Viag, as well as with British Telecommunications.

Frederick Stüdemann, Berlin

Peugeot, the French automotive group, posted sales up 1.3 per cent from FF42.675bn to FF43.24bn (\$8.41bn) in the first quarter. Sales in France rose 1.5 per cent to FF19.97bn, while foreign sales added 1.2 per cent to FF23.27bn. The group sold 494,700 vehicles worldwide in the first quarter compared with 501,200 a year earlier, but sales in Europe grew. The European car market expanded 6.7 per cent in the first quarter from a year earlier, and the group's sales increased 4.9 per cent, Peugeot said.

AFX News, Paris

Saint Louis, the French conglomerate, posted sales of FF9.38bn (\$1.83bn) in the first quarter, up 7 per cent from FF8.76bn. The first-quarter sales figure was after deducting group investments.

AFX News, Paris

Promodes, the French retail group, posted first quarter consolidated sales up 5.6 per cent, from FF22.62bn to FF23.87bn (\$4.64bn). At comparable exchange rates, sales rose 4.5 per cent.

AFX News, Paris

BASF forecasts flat 1996 after record first quarter

By Wolfgang Münchau in Frankfurt

BASF, the German chemicals company, reported the strongest first-quarter earnings in its history, despite falling turnover and a weak European economy.

Pre-tax profits for the three months to end-March increased 27.3 per cent, from DM356m to DM1.12bn (\$738m), while sales declined 1.9 per cent to DM11.8bn.

Speaking at the company's annual meeting, Mr Jürgen Strube, chairman, gave an upbeat assessment for the rest of the year. "We will want to retain the earnings level [of 1995], which is an ambitious goal considering the weak economic climate," he said.

Last year, BASF made a pre-tax profit of DM4.13bn on sales

of DM48.2bn. Mr Lutz Gruten, chemicals analyst at Kleinwort Benson Research, said BASF might well "achieve the goal of a flat result".

Mr Gruten said that on a strictly comparable basis, first-quarter 1996 earnings were actually down on 1995's - last year's first-quarter was affected by one-off valuation and restructuring losses.

BASF shares rose on the announcement but later fell back, closing down DM3 at DM411.50.

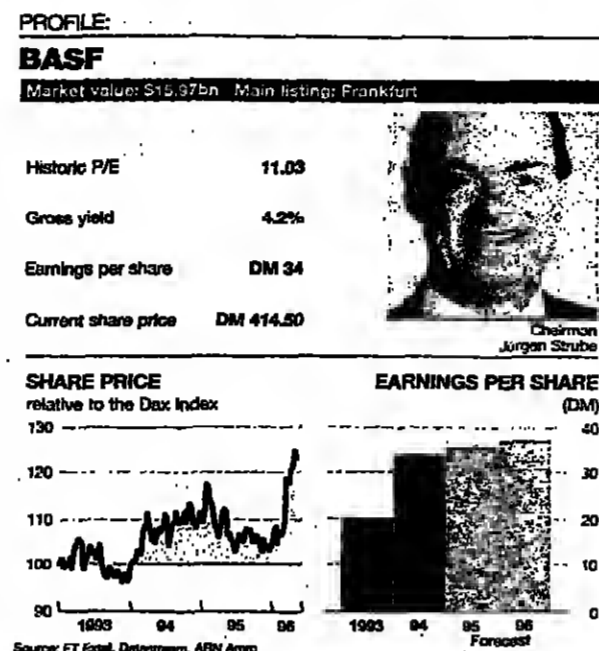
Since BASF's core businesses of chemicals, plastics and fibres are highly cyclical, the company has been trying to expand into less volatile areas, such as pharmaceuticals, with the purchase of the pharmaceutical interest of Boots, the UK chemists, and the recent DM500m purchase of a major

ity stake in Hokuriku Seiyaku, a Japanese drug group.

A breakdown of BASF's first-quarter results shows sales in the health and nutrition division up 18 per cent, chemicals turnover down 8.3 per cent, and sales of plastics and fibres down 15.5 per cent. The falls in chemicals and plastics were largely the result of price cuts. The paints division reported a 2 per cent fall in sales.

The company said it had been affected by the difficult economic climate in Europe, and especially in Germany. Falling demand in construction-related sectors also hit prices.

The US business developed well, BASF said, while Japanese sales proved "continuously unsatisfactory", because of the weak economy and a 10 per cent devaluation of the yen



against the D-Mark. However, strong profits in less cyclical areas and a sharp fall in currency-related losses more than compensated for the downturn in chemicals and plastics.

Subdued start to year leaves Bosch cautious

By Michael Lindemann in Stuttgart

Robert Bosch, the privately-owned German automotive and electronics group, yesterday said 1996 had got off to a slower than expected start - but it hoped to at least match 1995 net profits of DM550m (\$362m), which were up 7.4 per cent. "I would even hope that profits would be a bit higher," said Mr Hermann Scholl, chief executive.

However, he said sales in the

first quarter were 2.2 per cent down on the year-ago period, at about DM9bn. Figures for April, released yesterday, showed turnover 1 per cent higher in the first four months.

The subdued start looked likely to carry over into the rest of the year, the company said. Sales had earlier been expected to rise 8 per cent, but this forecast had recently been cut to 5 per cent.

Bosch's forecasts for 1995 and 1996 had been too high, Mr Scholl said, creating a problem

with stocks which was difficult to correct quickly. More than other companies, Bosch needed to improve its return on sales because it required more money for research and development. The group, which is 92 per cent owned by the Robert Bosch Foundation, is one of the top 10 companies worldwide in registering new patents.

While Bosch's business in Germany last year declined DM200m to DM15.7bn, the percentage of foreign business

continued to increase, rising from 54 per cent of group sales to 56 per cent, or DM20.1bn. However, Bosch said it still made about 65 per cent of its profits in Germany.

Sales, which last year rose 4 per cent to DM35.8bn - slightly faster than predicted - had been helped by the strong demand for injection systems for diesel engines, the company said.

However, because company information was leaking out to competitors, the Stuttgart-

based group said it would again start producing some highly sensitive components - such as parts for its fuel injection systems - by itself and not rely on suppliers.

Keeping sensitive information out of competitors' hands was becoming increasingly difficult, Mr Scholl said.

Chinese and eastern European producers of electronic tools had in some cases copied the instructions word for word from the equivalent Bosch brochures.



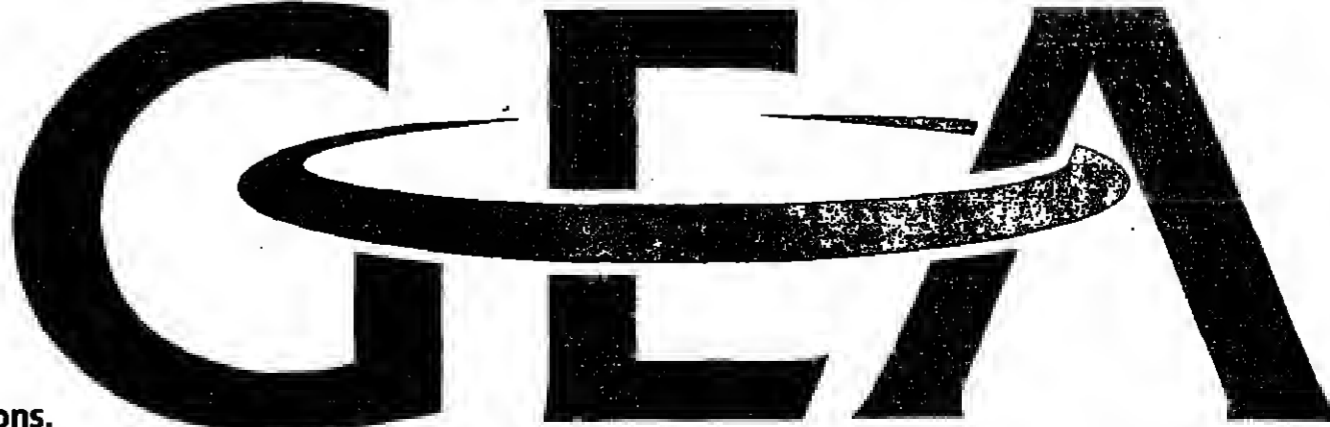
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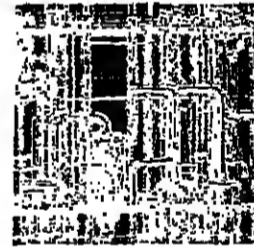
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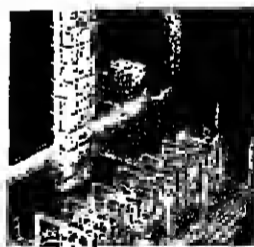
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COMPANIES AND FINANCE: THE AMERICAS

Alcan moves to consolidate its revolution

Canadian aluminium producer is in the final stages of a rigorous restructuring process

The revolution at Alcan of Canada, the world's second-biggest producer of aluminium, is not yet over. Since 1991, the group has cut annual costs by US\$600m, mainly by direct management action, and has driven down debt by selling non-core assets worth about \$1bn.

Mr Jacques Bougie, the president who has supervised this painful programme - more than 10,000 jobs were eliminated, or 18 per cent of the global total - says 1996 will be a year of consolidation. But that does not mean it will be a year of inaction.

Although there are very few assets Alcan still wants to sell, the relentless drive to control costs is continuing. The company is putting the finishing touches to a five-year investment plan, a process which reflects Mr Bougie's methodical approach to management.

Alcan has emerged as a streamlined organisation, concentrating on three main areas: raw materials and chemicals; power and smelting; and rolling. But Mr Bougie points out that streamlined does not necessarily mean smaller.

Since the divestiture programme began, Alcan has quit 40 businesses with more than 100 plants world-wide and combined annual sales of \$2.5bn. "But by the end of 1997 we will have recouped these sales by growing aggressively our remaining businesses," Mr Bougie promises.

Some of the lost turnover has already been replaced. For example, Alcan has increased by 25 per cent capacity at its plant in Brazil, the only one in Latin America that can make sheet for beverage cans.

The company also acquired 35 per cent of the Anghinsh alumina refinery in Ireland. It did not intend to operate; expansion of its 50 per cent-owned Norf hot-rolling mill in Germany is complete, and modernisation of the Nachterstedt finishing plant in the former east Germany, is scheduled for completion this year. "And we have other things in the pipeline," says Mr Bougie.

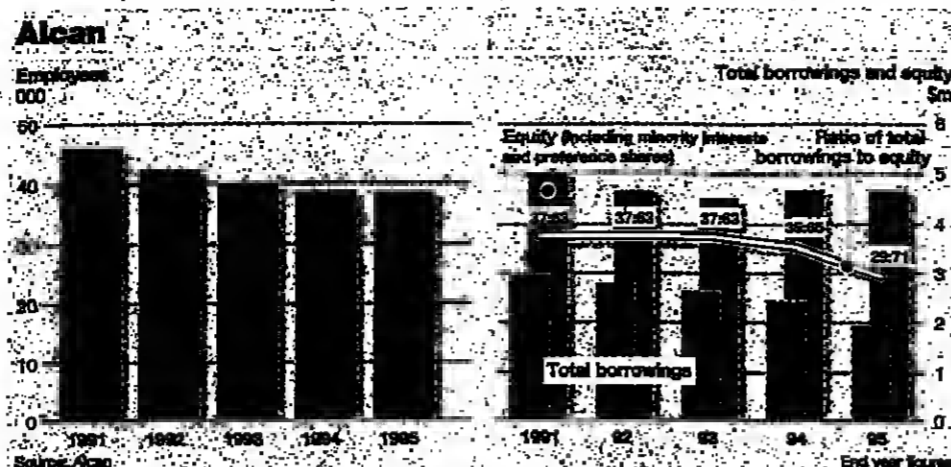
By the middle of 1996, each Alcan business will have finished an analysis to determine its full potential and will have a clear set of objectives and targets to meet. "And business unit managers will be held accountable for their achievements," says Mr Bougie.

The five-year investment plan is part of this process. All prospective investments have to fit the long-term strategy and meet the following criteria: is the project linked to Alcan's core competencies; are there sustainable competitive advantages; does the investment create shareholder value; and could someone else get more value from the investment?

Alcan has quit 40 businesses with more than 100 plants world-wide and combined annual sales of \$2.5bn

Mr Bougie insists: "If the answer to the last point is yes, we should not proceed. We have to be confident that we are the best for the job in order to be assured of delivering superior returns on investment."

The careful preparation is designed "to ensure that the right decisions are made regarding capital expenditure and that we pace ourselves and do not get over-extended. Projects will not be approved on a first-come, first-served basis but will be ranked according to a series of financial and other



tests to determine their respective merits".

Mr Bougie says: "While we want to grow the business, rest assured we are not interested in growth at any price. Alcan will not expand large sums to put up big top-line numbers that do not have a positive impact on the bottom line."

Alcan was almost brought to its knees in the early 1980s by the sudden jump from less than 500,000 tonnes to more than 2m tonnes a year in aluminium exports from Russia that pushed prices down to record lows.

The group was Canada's most profitable company in 1988, and then embarked on a modernisation and expansion programme for its smelters and rolling capacity that peaked at \$1.5bn a year. Alcan's gearing rose to 37 per cent at that time, and from 1991 onwards it suffered four years of losses or break-even results.

Mr Bougie's logical approach was made very clear after the Russian shock. In 1992 Alcan undertook a study of the market outlook for aluminium. It looked at every product in every country and then at the viability of its 125 businesses.

That was decided, says Mr Bougie, by comparing the net present value of forward earnings for each business with the capital employed in that business. "That gave us an objective indicator of businesses that were potentially wealth creating, those that were wealth diluting, and those which were actually wealth destroying."

The study concluded aluminium was a good, growing business - demand is expected to advance by 2 to 3 per cent a year for the next 10 years - if a company was a low-cost producer. It also showed that Alcan had the assets, technology, and position to succeed.

Mr Bougie says that Alcan's raw material costs are higher than the industry average, so the group is considering developing a bauxite mine in Australia by 1999, which would cost at least \$100m. There is also scope for a 30 per cent increase in its present alumina and aluminium smelting capacity.

"Rounding out" of rolling capacity in Europe could add 15 per cent to cold rolling there at very low capital cost, while a doubling of capacity in Brazil is being considered. Mr Bougie is deliberately vague about the timing of these increases.

The two fastest growing geographic markets for aluminium are China and India, where Alcan has been operating for many years. Nevertheless, a final decision about a potential 240,000 tonnes a year aluminium smelter in China - to be developed with partners - will not be made until 1999.

In India, where Alcan owns 35 per cent of the largest producer, Indal, "we are looking at what we might do, particularly in the rolled products area". Alcan will be one of the partners, with Indal, in a new alumina project there.

Mr Bougie says that by the end of this year Alcan's gearing should be down to 20 per cent, even though capital spending is scheduled to rise from about \$450m to \$600m.

At the end of the first quarter the group's debt-to-equity ratio was 27%. He sums up: "By the end of 1996 our cost base will be in place, we will have focused activities in our core businesses. We will have divested of non-strategic businesses. Our balance sheet will be in excellent shape and ready for the next recession. Our new rolling capacity will be fully on stream. And our management will no longer be looking back, it will be looking forward."

Kemeth Gooding

Souza Cruz sells stake in Aracruz Celulose

By Angus Foster in São Paulo

Souza Cruz, the Brazilian arm of BAT, the UK tobacco and financial services company, has sold a 28 per cent stake to Aracruz Celulose, one of Brazil's biggest cellulose companies, to Anglo American of South Africa for US\$350m.

Souza Cruz, which had indicated it planned to sell its holding in Aracruz last year, said that it wanted to concentrate on its core activities.

The company dominates Brazil's cigarette market and is an important tobacco leaf exporter.

Following the transaction, Anglo American will replace Souza Cruz as one of three companies controlling Aracruz, each with 33 per cent of its voting shares. The other two companies, both Brazilian, are the Safra Bank and the private Loventzen group.

Souza Cruz sold nearly all its preference shares in Aracruz last year and intends to dispose of the remaining shares, equal to 1.1 per cent of the preference shares in issue, as soon as possible.

Anglo American already has significant investments in Brazil, including several gold mining properties and a half share in the Sabalito mine system in the Amazon. Anglo and its Brazilian partner CVRD are studying possible investments in the area, which has significant deposits of copper, silver and gold.

Anglo American is making the investment via its pulp and paper subsidiary, Mondi. It is the company's first overseas foray into pulp, although it has forestry interests in Austria and the UK.

Mr Oliver Baring of SBC Warburg, which acted on behalf of Anglo American, described the investment as "a natural extension" to Anglo America's pulp and paper interests.

NEWS DIGEST

US Industries sees turnaround for year

US Industries, the conglomerate spun off by Hanson a year ago, increased net profit to \$18m, or 36 cents per share, in the second quarter, compared with \$10m on a like-for-like basis the year before. The company said it expected earnings in the range of \$1.55 to \$1.65 a share for the year, against a stated loss of \$1.64 last year.

Net debt was almost unchanged from three months before, at \$790m, giving a debt to capital ratio of 64 per cent. USI assumed \$1.4bn of debt from Hanson at the time of the spin-off. The company said it was still on target to reduce net borrowings to \$650m-\$700m by the September year-end.

Mr David Clarke, chairman, said the company had tentative agreements to sell three businesses for slightly over \$10m. While several small purchases were planned, no big acquisitions had been found at the right price. "We have the financial capability to do a billion dollar deal," he said. "Our problem is there's an awful lot of money around."

USI said it expected operating profits in the third quarter to rise 30 to 40 per cent in its consumer division, 15 to 20 per cent in building products, and 10 to 15 per cent in its industrial division. All businesses been affected by severe winter weather in the second quarter.

The company bought back 1.2m shares in the quarter at a cost of \$22m. It aimed to complete its programme of \$50m by the September year-end.

Kmart warns of \$61m charge
Kmart, the struggling US discount store group, warned that it would take an after-tax charge of \$61m, or 13 cents a share, in the quarter to the end of April - the latest in a long series of poor results. The charge relates to the disposal of its PayLess drug store chain to Thrifty, another US drug store chain, at the end of 1995.

When Kmart sold PayLess, it received \$62m in cash, \$100m of subordinated debt securities, and a 47 per cent equity stake in the newly-combined Thrifty and PayLess company, named TCEI TCH, which was controlled by Leonard Green & Partners, a Los Angeles-based investment firm.

Since then, the drug store company has announced plans to float on the stock market through an initial public offering valuing the stock at \$14 a share. Kmart, which is selling some of its shares in the offering, said this had led to a revaluation of its holding, leading to the first-quarter charge. It added that it planned to "monetise" the rest of its holdings in the next 12 months.

Equity funds prove attractive
Estimates of US mutual fund inflows in April suggest that investors increased their purchases of equity funds in the month. Flows into equity funds were estimated by the Investment Company Institute, the mutual fund industry association, to have been \$29bn, up from \$20.5bn in March. At that rate it was the second-highest month on record, after January's \$28.9bn flow into equities.

Most of the growth between March and April was through flows to global and international equity funds, according to Mr John Rea, ICI's chief economist. Flows in April were also boosted by people investing in retirement products to beat the tax deadline on April 15.

The Securities Industry Association said US investors bought \$98bn of foreign securities in 1996, the second-highest year on record after the 1993 total of \$1.43bn. Meanwhile, non-US investors poured \$230bn into the US securities markets in 1995.

According to the ICI estimates, bond and income funds received no new money in aggregate, after flows into bond funds of \$1.79bn in March.

Final figures for April will be published towards the end of this month, but the estimates are reckoned to be accurate within \$500m.

BCE sees sustained recovery
BCE, Canada's biggest telecommunications group, expects a substantial improvement in 1996 performance following its first-quarter turnaround, said Mr Lynton Wilson, chairman. The biggest subsidiary, Bell Canada, is restructuring and will continue to increase its contribution through the year, Mr Wilson said. Overall, BCE earned C\$2.5bn (US\$1.68bn), or 72 cents a share, in the first quarter, up from \$155m, or 44 cents, a year earlier.

Mr Wilson said BCE's total revenues will rise by 8 to 10 per cent in 1996, to more than \$27bn.

Bell Atlantic 'will retain Grupo Iusacell stake'

By Daniel Dornbey in Mexico City

Bell Atlantic, the US Baby Bell phone company, yesterday denied reports that it was considering pulling out of its \$1bn investment in Grupo Iusacell, a Mexican telecommunications company in which it has a 42 per cent stake. Bell Atlantic said it still believed in the long-term value of the investment, given "the enormous potential" of Mexican telecoms.

However, Iusacell criticised the Mexican government for delaying a local, fixed wireless concession. "I've been appalled. We thought that

things would be concluded in a matter of weeks after February," said Mr Edward Kingman, Iusacell's finance chief. Iusacell's original plan was to provide up to 1m new lines by 2000, but local rates are still too low to generate healthy profits.

"This is sabre-rattling. I think Iusacell is positioning to try to bring down the price for the part of the radio-electric spectrum they need for local service," said Mr Patrick Jurczak of Nomura Research in New York. "There's no way that Bell Atlantic would walk away from its investment at this point in the cycle."

Disposal assists Thomson

By Bernard Simon in Toronto

Gains from the sale of a newspaper in Aberdeen, Scotland, helped Thomson Corporation, the Canadian-controlled publishing and travel group, reduce its first-quarter loss.

However, these gains were partly offset by higher losses in North American scientific, medical and education publishing. Thomson blamed the deterioration on narrower margins, caused largely by seasonal factors which have been amplified as the business expands, including higher book returns.

The net loss fell to US\$58m, or 9 cents a share, in the three months to March 31, from \$74m, or 12 cents, a year earlier. Sales were virtually unchanged at \$1.33bn.

A first-quarter loss is not unusual for Thomson, because of the seasonality of the travel business. Thomson Travel posted an operating loss of \$31m, down from \$48m.

The number of packaged holidays sold last winter was 2 per cent higher than the previous year. Summer 1996 bookings have fallen behind last year. Thomson said it would have fewer holidays to sell towards the end of the booking season, when discounting is fiercest, but that "it is too early to forecast the extent of any discounting that may be required".

Demand for UK holiday cottages has been "very strong", with bookings 18 per cent up on last year.

Sales of the international publishing division, excluding financial and professional publishing, grew 11 per cent. But operating losses almost tripled to \$26m, concentrated mainly in the scientific, technical, medical and education sectors.

Mr Nigel Harrison, chief financial officer, forecast that the division's operating profit for the year as a whole would exceed that of 1995.

Operating profit at Thomson's North American newspapers dipped from \$32m to \$37m, due mainly to the impact of the severe winter on circulation, and to investment in new products.

Credito Italiano S.p.A. 1995 results

The AGM has approved the Financial Statements as at December 31, 1995. The highlights are given below:

	Lit. (in billions)	Pounds Sterling (in millions)
CAPITAL AND RESERVES (after distribution of profit as at the date of approval of the Statements)	5,431.0	2,209
LOANS TO CUSTOMERS	38,130.2	15,511
SECURITIES	16,461.9	6,697
DEPOSITS FROM CUSTOMERS	45,302.1	18,429
BALANCE SHEET TOTAL	97,653.6	39,725
GUARANTEES AND COMMITMENTS	24,293.8	9,883
SECURITIES HELD IN SAFE CUSTODY/ADMINISTERED ON CUSTOMERS' BEHALF	98,312.7	39,993
NET PROFIT	192.1	78

Net profit was used to allocate Lit. 113.4 billion to Reserves and to pay a dividend of 35 and 50 lire on the ordinary and savings shares, respectively.

Furthermore, the AGM resolved to:

- appoint Mr Jean-Marie Weidert, born September 8, 1935 at Neuilly sur Seine (France), to the Board of Directors;
- re-determine the 1996 remuneration of the Chairman and Members of the Board of Directors, in the following amounts: Lit. 60 million for the Chairman, Lit. 50 million for the Directors;
- determine the remuneration, for the three years 1995-1997, of the Ordinary Representative of holders of savings shares in the amount of Lit. 4,000,000 for 1995 and Lit. 8,000,000 for the years 1996 and 1997, to be paid by the Company.

The dividend may be collected as of May 20, 1996 by handing over share coupon No. 14 at any branch of Credito Italiano, Rotta Banca 1473 S.p.A., Banca Commerciale S.p.A., Banca Popolare del Molise S.p.A., Banca Popolare di Rieti S.p.A., Banca Popolare di Spoleto S.p.A., Banca Popolare di Sondrio S.p.A., Banca Popolare di Novara S.p.A., Banca di Roma S.p.A., Banca Nazionale del Lavoro S.p.A., Banco di Napoli S.p.A., Banco di Sicilia S.p.A., Istituto Bancario San Paolo di Torino S.p.A., Monte dei Paschi di Siena, Banco di Sardegna S.p.A. and from Monte Titoli S.p.A. as regards the shares held in custody by the latter.

Shareholders holding "Credito Italiano 1994/1997 ordinary share warrants" are reminded that, as per the regulations governing the same, the exercise of these will be suspended until May 21, 1996, i.e. the day after the detachment of the dividend.

The countervalues in Pounds Sterling have been calculated applying the reference rate determined by Banca d'Italia on December 29th, 1995. Pound Sterling 1.00 = Lit. 2438.22.

Credito Italiano is a member of The Societas and Fintax Authority



Notification of Dividend

The Annual General meeting held on May 9, 1996 confirmed the distribution of a dividend of DM 14 per share of nominal value DM 50 for the financial year 1995.

The dividend will be paid on or after May 10, 1996 net of 25% withholding tax plus an additional surcharge of 7.5% against submission of dividend coupon No. 14 as appropriate at one of the paying agents listed in issue No. 88, dated May 10, 1996 of the German "Bundesanzeiger" (Federal Gazette).

In the United Kingdom the dividend payment, which is free of charge, will be made in Pounds Sterling with conversion from Deutschmarks at the rate prevailing on the day of submission of the dividend coupon and will take place through the London offices of the following Companies:

In accordance with the Double Taxation Agreement of November 26, 1964, as amended on March 23, 1970, between the United Kingdom and the Federal Republic of Germany, the withholding tax plus the mentioned surcharge in respect of shareholders resident in the United Kingdom is reduced to 15%. To claim this reduction, shareholders must submit an application for reimbursement before December 31, 2000, to the Bundesamt für Finanzen, Friedhofstr. 1, D-53225 Bonn.

S. G. Warburg & Co. Ltd., 2 Finsbury Avenue, London EC2M 2PP.

Morgan Grenfell & Co. Limited, 23 Great Winchester Street, London EC2P 2AX.

The Board of Executive Directors
BASF Aktiengesellschaft

D-67056 Ludwigshafen/Rhine
May 10, 1996

BASF



Société Anonyme
Registered Office: 33, rue du Prince Albert, Ixelles (Brussels)
Brussels Trade Register No 5554

The Company's shareholders are hereby invited to attend the Ordinary General Meeting, to be held on Thursday 6th June 1996, at 10 a.m., 44 rue du Prince Albert (Ixelles (Brussels)) to transact the following business:

- Agenda**
- Special report in accordance with Article 60 of the Belgian Company Law, reports of the Board of Directors on the operations of the financial year 1995, External Auditor's reports.
 - Approval of the Annual Accounts for the financial year 1995 - Distribution of net earnings and declaration of dividend.
 - Discharge to be given to the Directors and to the External Auditor for their acts during the financial year.
 - Board of Directors:
 - Appointment of a Director to replace Mr. Claude Lontrel, who retired on September 30, 1995.
 - Appointment of a Director to replace Sir John Milne, who will relinquish his position in conformity with the rules.
 - Appointment of a Director to replace Mr. Jean-Marie Solvay, who terminates his term of office and, being eligible, has offered himself for re-election for a new term of six years.
 - Number of Directors to be set at fourteen.
 - Other business.

The Board of Directors hereby informs the holders of bearer shares that the following formalities must be observed in order to attend this meeting:

They are asked to lodge their shares temporarily and to have them deposited at the Registered Office of our company or at J. Henry Schroder Wagg & Co Ltd., by Friday 31st May 1996.

The bank mentioned above is authorized to designate other establishments where Solvay shares may also be lodged validly. The list of these establishments will be published in due time through the bank.

Proxies must reach our Registered Office by Friday 31st May 1996.

It is recalled that, in conformity with Article 78 of the Belgian Company Law, any shareholder is entitled to obtain free of charge, on production of his share, a copy of the annual accounts, of the reports of the Board of Directors and of the External Auditor.

Debtors holders, wishing to attend this meeting, are asked to comply with the same formalities as those imposed on shareholders.

The Board of Directors

COMPANIES AND FINANCE: ASIA-PACIFIC

Surprise at Swiss Telecom move

By Guy de Jonquieres in Kuala Lumpur and Francois Williams in Geneva

Switzerland's national telecommunications monopoly has agreed to pay \$300m in cash for 30 per cent of a company which seems set to be among the disappointed bidders competing to operate independent public telecommunications networks in Malaysia.

Two years ago, the company is believed by industry analysts still to be making a loss.

The deal caused astonishment in political and financial circles in Kuala Lumpur yesterday.

"I am very surprised at the price tag," said Mr Daim Zainuddin, senior economic adviser to Dr Mahathir Mohamad, Malaysia's prime minister.

However, Swiss Telecom said yesterday the deal would not be finalised until it had the green light from the Malaysian authorities.

It was also interested in the development of Mutiara's existing personal communications network services.

"We're confident that [Mutiara] is a good company," Swiss Telecom said.

Mr Daim said the government had already decided that the three network operators would be Telekom Malaysia, the dominant carrier; Binaruang, in which US West holds a 20 per cent stake; and Celcom, in which Deutsche Telekom is discussing acquiring an inter-

est. "If Mutiara is not one of the three chosen service providers, it would be difficult to see much potential for its network," one analyst said.

"On that basis, the deal seems very expensive for Swiss Telecom."

The proceeds of the planned Swiss investment, which must still be approved by the Malaysian government, would be used to finance Mutiara's investments in the expansion of its mobile communications network and the launch of long-distance and international telecommunications services.

Mazda identity safe under Ford, says new chief

By Michio Nakamoto in Tokyo

Mazda, the Japanese carmaker in which Ford recently took a controlling stake, is on track to return to profitability and pursue a growth strategy, according to Mr Henry Wallace, the former Ford official who assumes the top post at Mazda in June.

Mr Wallace was named Mazda president last month when Ford announced it would increase its stake in the struggling car company from 24 per cent to 33 per cent.

He emphasised that the closer relationship between the two carmakers was aimed at deriving benefits from the synergies of two independent companies, rather than at integrating Mazda completely into Ford.

"Mazda is a separate company. It is a worldwide brand and it is very difficult to build a worldwide brand, so why would anyone think about making that disappear?"

His comments were aimed at allaying widespread fears in Japan - particularly in Hiroshima, Mazda's home town - that the US company's larger stake signified an end to Mazda's independence.

This is a strategy to build Mazda. It is in our interests at Mazda and at Ford to build an identity safe under Ford, says new chief

MIM oil and gas business for sale

MIM, the Queensland-based mining group, is continuing its restructuring by putting its oil and gas business up for sale.

MIM has been shedding non-core investments, and pruning operations back to its main mining business. The process has gained fresh impetus recently. The group is currently spinning off its 55 per cent stake in Highlands Gold, the Papua New Guinea-based mining company, to shareholders for A\$250m (US\$190.6m).

"MIM is focusing on minerals such as copper, gold and silver, lead and zinc," Mr Nick Stump, MIM's chief executive, said yesterday.

The oil and gas business does not fit strategically within MIM's minerals-based future," Mr Stump said.

In the context of the group, the oil and gas assets are relatively small. The main investments include an effective 7 per cent interest in the SE Gobe oil project in PNG.

The company is also involved in the Bantu gas project in central Sumatra. It has further exploration acreage, notably in Australia and PNG. MIM said it would retain the south-west Queensland gas properties "because of their strategic value" to the main Mount Isa operations.

Nikki Tait, Sydney

Lend Lease may float trust

Lend Lease, the Australian financial and property services group, is considering the AS300m public flotation later this year of a new property trust which would invest in its AS1bn Darling Park project in the centre of Sydney.

The company, which is developing the project as a joint venture with Nomura Real Estate and Topo Real Estate, said that by 2000 the area between Sydney's central business district and Darling Harbour would contain the existing IBM office tower, a second office tower of similar size; and a waterfront and entertainment complex. These would be linked by an urban park.

The trust would raise money to buy a half-share in the IBM tower, which houses the John Fairfax newspaper group, at independent valuation; a half-share in the second tower at cost; and at least 50 per cent of the waterfront assets, also at cost. Ord Minnett is advising on the scheme.

Nikki Tait

Kaal Australia buys Alcoa mill

Kaal Australia, a joint venture between Japan's Kobe Steel and Aluminium Company of America (Alcoa), is buying the rolled products division of Alcoa of Australia for A\$100m.

The company, which is developing the project as a joint venture with Nomura Real Estate and Topo Real Estate, said that by 2000 the area between Sydney's central business district and Darling Harbour would contain the existing IBM office tower, a second office tower of similar size; and a waterfront and entertainment complex. These would be linked by an urban park.

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Nikki Tait

Indo Gulf Fertilisers ahead

Indo Gulf Fertilisers, one of India's largest fertiliser manufacturers, lifted full-year pre-tax profits 8 per cent to Rs1.95bn (US\$36m). Turnover in the year to March 31 rose 30 per cent to Rs5.66bn.

Net profits declined 18 per cent to Rs1.5bn because of a higher tax provision of Rs150m, against Rs114m. Earnings per share fell to Rs7.78 from Rs9.21.

The company's gas-based fertiliser factory at Jagdishpur in Uttar Pradesh raised urea production to 896,000 tonnes from 784,000 tonnes. The company said it would build a copper smelter with capacity of 100,000 tonnes a year at Dabhi in Gujarat for Rs16m. The project is to be commissioned in the first quarter of 1998.

Kunal Bose, Calcutta

Shiseido raises French interest

Shiseido, the Japanese cosmetics company, has bought the 50 per cent stake in its Shiseido France unit held by Pierre Fabre. No financial details were given. Shiseido said it had also reduced its stake in Pierre Fabre Japan to 50 per cent from 51 per cent, while Pierre Fabre's stake in its unit had risen to 50 per cent from 49 per cent.

AFX Asia, Tokyo

Goodman pulls out of Bunge link-up

By Nikki Tait in Sydney

Goodman Fielder, Australasia's largest food manufacturer, yesterday pulled out of its proposed A\$800m (US\$640.6m) milling and baking joint venture with Bunge Industrial, part of the South American food group.

"Following the due diligence process, the parties have not been able to agree on a mutually acceptable value for the assets involved," said Mr David Hearn, Goodman's chief executive.

Yesterday, Goodman acknowledged that the collapse of talks was disappointing, and that the merger would have meant cost-savings, in what is still seen as a difficult and competitive market. But it said one reason for not proceeding was the better performance of its own milling and baking operations in the 18 months since negotiations first started.

The original deal, announced more than a year ago, would have seen the two companies pool their milling, baking and wheat starch businesses. This merged operation would have had sales of around A\$800m, with Goodman holding 67 per cent and Bunge, 33 per cent.

According to Mr Barry Weir, Mr Hearn's predecessor, it would have been one of the world's largest milling and baking entities.

However, the scheme fell foul of Australia's competition authorities, prompting Goodman and Bunge to hold new talks. In March, Mr Hearn said the groups had agreed a new scheme - this time, with approval from the Australian Competition and Consumer Commission. However, he declined to reveal details until due diligence had been completed.

Following the due diligence process, the parties have not been able to agree on a mutually acceptable value for the assets involved," said Mr David Hearn, Goodman's chief executive.

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To the Holders of Middletown Trust 10% Notes Series B due 1998

NOTICE IS HEREBY GIVEN that, pursuant to Article Eleven of the General Covenant, for the Sinking Fund due July 15, 1996 U.S. \$20,360,000 of the Notes will be redeemed at 100% of their principal amount plus accrued interest to July 15, 1996, when interest on the Notes redeemed shall cease to accrue.

The redemption price and accrued interest are payable against surrender of the Bearer Notes together with all coupons maturing subsequent to July 15, 1996 at the offices of the Paying Agents outside of the United States listed below on or after July 15, 1996:-

- The Chase Manhattan Bank, N.A.
Woolgate House
Colman Street
London EC2P 2HD
England
Chase Manhattan Bank
Luxembourg, S.A.
5 Rue Pictet
L-1258
Luxembourg-Grand
Banque Bruxelles Lambert
Avenue Marnix 24
1050 Brussels
Belgium
Chase Manhattan Bank
(Switzerland)
63 Rue du Rhône
CH-1204 Geneva 3
Switzerland

The serial numbers of U.S. \$20,360,000 Bearer Notes to be redeemed are as follows:

Table with multiple columns of serial numbers for U.S. \$20,360,000 Bearer Notes. Includes a list of serial numbers from 1 to 20,360,000.

The redemption price and accrued interest are payable against surrender of the Bearer Notes together with all coupons maturing subsequent to July 15, 1996 at the offices of the Paying Agents outside of the United States listed below on or after July 15, 1996:-

- The Chase Manhattan Bank, N.A., Corporate Trust Administration, 4 Chase Metrocenter, Brooklyn, New York, NY 11245.
The Connecticut Bank and Trust Company
National Association as Trustee

Dated: May 10, 1996

Christiania Bank og Kreditkasse
U.S. \$200,000,000
Primary Capital Undated Floating Rate Notes
Notice is hereby given that the Rate of Interest has been fixed at 5.875% and that the interest payable on the relevant Interest Payment Date November 12, 1996, against Coupon No. 20 in respect of US\$10,000 nominal of the Notes will be US\$7,588.54.

BANQUE NATIONALE DE PARIS
Programme for the Issuance of Debt Instruments
Floating Rate Notes due 2005
Series 77 Tranche 1
Notice is hereby given that the rate of interest for the period from May 10, 1996 to November 12, 1996 has been fixed at 4.82881 per cent per annum.

MARGINED CURRENCY DEALING
Laurelion
CALL TOLL-FREE
Australia 0650 7490
Belgium 0800 71959
Denmark 0800 4430
France 0930 5446
Germany 0800 4912506
Italy 0800 4912506
Japan 0800 4912506
New York 0800 4912506
Norway 0800 4912506
Spain 0900 594614
Sweden 02073 1071
Switzerland 156 3548
OR CALL DIRECT
Tel: (49) 40 301 870
Fax: (49) 40 321 851

NOTICE TO HOLDERS OF UNITED MICROELECTRONICS CORPORATION
NOTICE IS HEREBY GIVEN that the Company's register of shareholders on Shareholders Register will be closed between May 21 to May 25, 1996. No conversions from Bondholders will be accepted by the Company during such period.

COMPANIES AND FINANCE: UK

Inntrepreneur sells 33% of its pubs for £262m

By David Blackwell

Inntrepreneur Estates, the pub joint venture owned by Grand Metropolitan of the UK and Foster's Brewing Group of Australia, yesterday sold a third of its pubs for £262m.

The buyer is Spring Inns, a vehicle set up in order to find an ultimate buyer for the 1,410 pubs.

Inntrepreneur, which is retaining 2,900 pubs, will use the proceeds to cut debt from about £780m.

Analysts said the move marked a further step in the rehabilitation of Inntrepreneur, and could make flotation a more viable option.

The value of the pubs being sold - which amounted to £185,000 each - implied the portfolio was high quality, and would attract buyers from regional brewers and expanding pub groups.

Mr Mike Foster, the chief executive appointed last July, said the sale would reduce borrowings and give the group flexibility to invest in its remaining pubs.

They would also be managed more intensively, with one manager looking after 40 to 50 pubs instead of 100 as now.

"It is all about financial headroom and management focus," said Mr Foster.

There was "nothing tricky about the deal", which was merely a vehicle to perform a management task.

Spring Inns, funded by a syndicate of banks led by NatWest, is hoping to find a single buyer, but is open to offers for packages of pubs.

Its chief executive is Mr Dick Hayes, the former Courage director who was chief execu-

tive of Phoenix Inns.

Phoenix was a subsidiary of Morgan Grenfell, the merchant bank, in a similar so-called warehousing operation last year, when it bought 1,760 pubs for £254m cash from Inntrepreneur.

Phoenix has since been bought by Nomura, the Japanese securities house.

Inntrepreneur was created in 1991 to pool Foster's and GrandMet's 8,500 pubs after Courage took over GrandMet's brewing operations. Observers have criticised GrandMet for running the venture more like a property company than a pub estate.

Foster's has since disposed of Courage to Scottish & Newcastle.

Mr Foster, who used to be chairman of Courage, said at the time of his appointment that there was "a helluva lot of work to do on the structure and strategy at Inntrepreneur to unlock the value for the shareholders".

Yesterday, he said that reducing the debt to £500m would make a lot of difference to the amount of investment he could make in the core pubs, which stretch between London, Bristol and York.

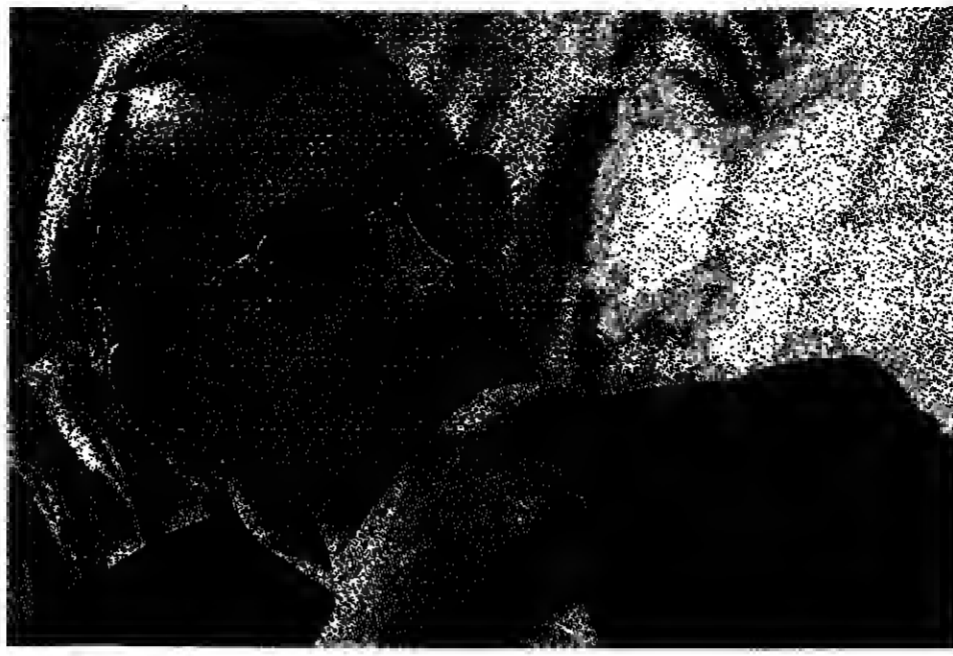
All the pubs which have been put up for sale are tenanted.

A number of the pubs had 20-year leases that some of the landlords found onerous when the value of their pub declined during the recession.

The beer supply agreement - originally with Courage, now with Scottish & Newcastle - remains unaffected until March 1998.

Shell bares its soul-searching

Cor Herkströter, the company's Dutch president, explains the group's priorities to David Lascelles



Cor Herkströter: 'I see no reason for pessimism if you have confidence in your own capabilities'

Royal Dutch Shell's management has succeeded in keeping a remarkably low profile in recent months considering the glare of publicity caused by the Brent Spar fiasco and the Ken Saro-Wiwa affair in Nigeria.

But yesterday Mr Cor Herkströter, the company's Dutch president, emerged to give his first interview to the British press since these rows broke over the company last year.

Seated on the 24th floor of the Shell Tower on London's South Bank, he spoke of the soul-searching Shell has gone through in the most traumatic of his four years in the job.

Quietly spoken, in a sober dark blue suit, Mr Herkströter is the epitome of the low-key Dutch businessman, bred in a country where change comes from consensus rather than confrontation.

The uproar over Brent Spar came as a surprise, he admitted. Shell was convinced it was doing the right thing in trying to dump the installation in the North Atlantic. "But we have now learnt that there is a difference between feeling you are right, and being perceived to be right."

Shell is still considering what to do with the Brent Spar, now moored in a Norwegian fjord.

Nigeria was different. Unlike the operational issues raised by Brent Spar, vital interests were at stake. Shell resisted public pressure to abandon a planned investment project after the execution of Ken Saro-Wiwa, the Ogoni activist.

"We want a constructive solution. Leaving Nigeria doesn't get you that. It is much more constructive to stay there and do the right things, such as reconciliation."

Had Nigeria and Brent Spar done lasting damage to Shell? There was certainly nothing in yesterday's strong first-quarter results to suggest they had.

And Mr Herkströter thinks not. In any case, Shell has been

going through an internal reorganisation which is now boosting profits. In January, a structure was introduced to shorten lines of communication and put individuals under stronger pressure to perform.

Mr Herkströter is pleased with the changes because they hold out the prospect of better returns on capital, though he declines to set a date when the target of 12 per cent will be achieved - it was 10.6 per cent last year.

Like many of the world's top oil companies, Shell has stripped down to basics by selling its metals, coal and much of its chemicals operations.

"We are back to the core business, where we see scope for substantial further development."

The first quarter of this year was good because oil prices and refining margins were high. But those are largely

beyond Shell's control, and the benefits could melt away. Mr Herkströter wants to ensure Shell is always positioned to make the best of market conditions. However, he is not enormously bullish on oil prices.

He sees a market with ample supply where the price pressure is, if anything, downwards.

He also sees economic storm clouds looming over Europe. "European countries are not doing as well as we had hoped two years ago. I am not thinking in terms of a recession but of slower growth."

"Europe has not done as well as we had hoped two years ago. I am not thinking in terms of a recession but of slower growth."

"Europe has not done as well as we had hoped two years ago. I am not thinking in terms of a recession but of slower growth."

Looking ahead, he thinks the main challenge facing Shell is to find at least as much new oil

as it produces each year. He is confident it can do so by exploiting new projects in the former Soviet Union, the Gulf of Mexico and elsewhere in Latin America.

"I see no reason for pessimism if you have sufficient confidence in your own capabilities," Shell will remain basically an energy company, he thinks, though in the longer run it may get into more exotic forms of energy, particularly if the environmental constraints on oil and gas begin to bite.

Much of what Mr Herkströter says comes back to the need to be more willing to listen and learn. So which companies does Shell think it can learn from? "We try to learn from everybody. If you have an edge over your competitors, it may last for only six months. That is the nature of the business."

NEWS DIGEST

Scot Power plan for 'multi-utility'

Scottish Power, the vertically-integrated electric power group, is planning to challenge British Telecom and British Gas in central Scotland.

The company's plan to become a "multi-utility" - through its move into telecommunications and retail gas supply - is based on the belief that it can leverage existing customer loyalty. The idea was unveiled yesterday as part of the annual results presentation. Pre-tax profits rose 8 per cent to £404.8m (£515m) in the year to March 31. Sales of £2,577m (£1,722m) included £458.4m from Manweb, the regional electricity company for Merseyside and North Wales, in the six months since acquisition.

Mr Ian Russell, finance director, said he expected its Scottish Telecom subsidiary to achieve turnover of £300m in five years and pre-tax profits of more than £20m. Similar figures were expected from retail gas supply, but that business had the potential to make more money over a shorter time scale. Scottish Power has 1.7m retail electricity customers, of which 1m are also British Gas users.

Scottish Telecom investment of £60m and incurred a small loss last year - its first full year of operation. It is budgeted to break even this year. Mr Russell said it might need up to £40m further investment. He said the gas business would not require investment in fixed assets, but systems changes, primarily in the billing area, to enable it to charge for more than one service.

"There cannot be too many companies who have 1m customers they can cross-sell to," Mr Russell said. "Come 1998, we will be able to sell to those customers." Simon Holberton

Lyonnaisse to shed stake

Lyonnaisse des Eaux is looking for other investors to share the burden of its involvement in Northumbrian Water and help recoup some £500m of the £822m it paid for the group last year. The French company intends to sell a total of 25 per cent in Northumbrian Water Group - which includes a mix of smaller supply companies as well as Northumbrian Water - thereby reducing its investment to about £250m.

A joint venture company formed by Lyonnaisse Europe and United Water Resources, a New Jersey-based concern, bought a 30 per cent stake in Northumbrian on Wednesday for £150m. UWR is 25 per cent owned by Lyonnaisse des Eaux.

The French group said it intended to place a further 15 per cent with institutional investors.

Mr Mike Taylor, Northumbrian group finance director, said: "It is part of Lyonnaisse's philosophy to retain management control without owning 100 per cent of a company... it's a different to UK business philosophy."

The deal was described by one City analyst as "a piece of French rigmarole". Other subsidiaries in which Lyonnaisse owns a 60 per cent plus stake include Degremont, its water purification unit. As part of its agreement with Ofwat, the industry regulator, the French group also agreed to relist Northumbrian by 2005. Jane Martinson

BAT arm sells Aracruz shares

Souza Cruz, the Brazilian subsidiary of BAT Industries, is selling its 137.5m common shares in Aracruz Celulose, the Rio de Janeiro-based pulp producer, for £250m (£164.4m).

The buyer is Mondi Brazil, a subsidiary of the Anglo American Corporation of South Africa. The profit for BAT is expected to be about \$50m before tax and minorities. Aracruz is the world's largest producer of bleached hardwood kraft market pulp and the stake represents 28 per cent of its voting shares and 11 per cent of its total capital.

The disposal reflects Souza Cruz's strategy of focusing on its core tobacco business and virtually completes the divestiture of its interest in Aracruz.

BTR in Chinese joint venture

BTR is spending £5.8m on a joint venture to manufacture plastic food and drink containers in China. The industrial group has acquired a 40 per cent stake in the Beijing Greatwall Plastics Company - it makes polystyrene terephthalate (PET) packaging - from China Beverages and Foodstuffs Import and Export Corporation and a further 30 per cent from Hong Kong-based AS Watson.

BTR indicated that its stake would increase to 80 per cent under an agreement with the Beijing Dongguantou Allied company, its remaining joint venture partner in the business.

LFT option on gold project

London Fiduciary Trust, the AIM-listed gold miner with operations in the Philippines, has taken an option to pay \$10m (£5.6m) for the Masbate gold project on Masbate Island, and an option to pay not more than \$2m for the Banshaw gold project, Mindanao Island.

If the acquisitions are completed they would increase LFT's proven and probable reserves from the 679,000 ounces reported last year to 4.9m ounces. Mr Fred Mason, new head of operations, said these and LFT's existing Masara mine, had the potential to lift group annual production to 200,000 ounces by the end of 1997. Kenneth Gooding

First quarter fall at Willis Corroon

By Ralph Atkins, Insurance Correspondent

Willis Corroon yesterday warned that trading conditions in insurance broking continued to deteriorate as it announced first-quarter 1996 pre-tax profits of £48.1m (£73.1m) down from £48.5m last time.

The figures highlighted the difficulties Willis faces as falling insurance premium rates and fierce competition curb turnover growth and offset the beneficial effects of a sweeping cost-cutting programme launched 18 months ago.

Mr John Reeve, executive chairman, said Willis continues to review all its operations and group strategy.

He did not rule out takeovers or mergers among the world's largest brokers, which include Willis, but said he was "highly sceptical about the risks involved in amalgamation."

Willis increased turnover in the three months to March 31 to £196.5m against £196.5m last time, despite substantial pre-

mium rate falls. "There isn't a market that we operate in which isn't at least soft and some of them are worse than that," said Mr Reeve. Recent marina rate reductions have approached 25 per cent, he added.

Willis attracted new business to offset the falling prices. It said its cost-cutting programme, launched in November 1994, would save £39m this year. But the impact of these savings were not fully reflected in these figures, which show expenses on continuing operations of £162m (£160m).

In addition, the disposal of interests in Heddington Brokers and Gryphon Holdings, the US insurance group, cut Willis's share of profits from associates from \$5.5m to \$2.4m.

The group said disposals and the timing of some contracts would mean the first quarter profits would contribute a lower proportion of full year profits than in the past.

Mr Reeve expects to give details of future restructuring in November.

RESULTS

Table with columns: Company, Shares, Price, P/E, Dividend, etc. Lists results for various companies including Anglo Irish Bank, Brown & Root, Capital Radio, etc.

Notes explaining the results table, including currency conversions and accounting methods.

Final 1995 dividend notice for ABN AMRO Bank N.V. in Amsterdam, detailing dividend amounts and shareholder instructions.

Schroder International Selection Fund notice to shareholders, including AGENDA for the annual general meeting and details of share classes.

BANQUE NATIONALE DE PARIS advertisement for floating rate notes, including interest rates and contact information.

Citibank advertisement claiming to be the top forex bank again, highlighting its global reach and services.

ASFINAG advertisement for Russia's PROSPECTS FOR REFORM, including a conference date and contact details.

Handwritten scribble at the bottom of the page.

Gold report says physical demand hit record in 1995

By Kenneth Gooding, Mining Correspondent
Demand for physical gold rose to a record 3,585 tonnes last year, according to the Gold Fields Minerals Services consultancy organisation...

Western World Gold Supply and Demand in 1995 (tonnes)
Supply: Mine production 1,880, Former communist bloc sales 102, Net official sales 230, Old gold scrap 583, Forward sales 461, Option hedging 87. Demand: Jewellery 2,537, Electronics 185, Other 285, Bar hoarding 281, Gold loans 23, Impaired investment 44. Total 3,355.

Jewellery fabrication accounted for 2,749 tonnes of demand last year, showing a 6 per cent rise from the 1992 record of 2,519 tonnes. This was again well above world mine production...

The GFMS survey says that central banks kept the market liquid by lending or selling more than 700 tonnes of gold from their reserves last year and this was reminiscent of the position in 1992...

Venezuelan fuel generates increasing interest

Orimulsion has achieved considerable world market penetration in recent years, writes Raymond Collett
Venezuela's trademark boiler fuel, Orimulsion, which was first put to commercial use in 1991...

Previously 600,000 tonnes to 1.5m tonnes a year. Argentina's Central San Nicolas power plant is to receive a trial shipment of Orimulsion in coming months. Some of the environmental concerns over Orimulsion's high sulphur content have in part been eased by advances in environmental technology...

Yet despite impressive growth targets, Orimulsion is unlikely to make a major impact in the world energy market in the near future. It is interesting, it is competitive but I don't think Orimulsion is going to be a great force in the world market anytime soon...

By the year 2000 Bitor expects to be selling 20m tonnes a year

deal with China's National Petroleum Corporation to deliver 500,000 tonnes of Orimulsion. After a trial period, during which the fuel will be used in power generation and steel production...

Jorge Semelas has admitted that the project's failure would set a precedent in the US market and have serious consequences for the marketing of Orimulsion. Mr Semelas said the project was not rejected for environmental reasons...

Confidence in growth of future sales was underlined by the recent joint venture between Bitor, the US oil company Conoco and Norway's Statoil to produce around 53m tonnes of Orimulsion a year.

Geneticists compile cocoa catalogue

By Deborah Hargreaves
Researchers at Reading University are harnessing technology developed to track down criminals in a project to catalogue the world's different varieties of cocoa plants. The technique involves genetic fingerprinting of all types of cocoa trees...

Developing world 'needs to treble grain imports'

By Deborah Hargreaves
Imports of grain by countries in the Middle East, Asia and developing nations will have to treble by 2020 if these countries are to feed their growing populations, according to Professor Tim Dyson at the London School of Economics...

COMMODITIES PRICES

Table of commodity prices including Base Metals (London Metal Exchange), Precious Metals (Gold, Silver), Grains and Oil Seeds (Wheat, Soybeans), Softs (Cocoa, Coffee), Meat and Livestock (Cattle, Hogs), Energy (Crude Oil, Natural Gas), and Precious Metals (Silver, Gold). Includes a section for Futures Data and Indices.

JOTTER PAD advertisement for HP Hewlett Packard, featuring a grid and the text 'The solution is HP Computer Systems'.

CROSSWORD advertisement for No.9,065 Set by ADAMANT, featuring a crossword puzzle grid.

ACROSS and DOWN crossword clues and solutions. Includes clues like 'Honest view about the artwork' and solutions like 'The arrogance of a hard writer from France (7)'. Includes a 'SOLUTION 9,064' section at the bottom.

INTERNATIONAL CAPITAL MARKETS

European 'core' shrugs off US weakness

By Samer Iskandar in London and Lisa Brannen in New York

Bonds in so-called "core" European countries proved resilient yesterday and failed to release falling Treasury rates...

debt countries with an AA rating. This contrasted with an analysis by Moody's...

GOVERNMENT BONDS

try's ability to participate in European monetary union. Life's June bond future settled at 97.34...

German bunds closed higher but off their intra-day highs. Life's June bond future settled at 96.07...

ket weakened in the afternoon, when the contract's failure to breach resistance at 96.80 triggered profit taking...

UK gilts ignored stronger than expected industrial output data showing a rise of 0.3 per cent in March...

US Treasury prices gave back some of Wednesday's sharp gains in quiet trading early yesterday as dealers awaited figures on producer prices due out today...

The French OAT market was barely changed, with Matif's June notional future

year note was 1/2 lower at 99%, yielding 6.130 per cent. After gaining a full point on Tuesday, the June Treasury bond was 1/2 weaker at 107 1/2 early yesterday...

Commodity prices were nearly flat, with the Knight Ridder-Commodity Research Bureau index off 0.12 at 260.39. The dollar was also relatively stable against the D-Mark and the yen...

Near midday, the benchmark 30-year Treasury yield was off 1/2 at 5 7/8 to yield 6.983 per cent, while at the short end of the maturity spectrum, the two-

Romania plans eurobond debut after yen success

By Virginia Marsh, recently in Bucharest

Mr Mugur Isarescu, Romania's central bank governor, said yesterday the country's first international bond issue since the second world war had exceeded "all expectations" and that it would be followed by a debut eurobond in June...

Nomura Securities arranged the issue, with Merrill Lynch co-lead manager. Merrill Lynch has also been mandated to arrange this summer's euro-bond, which will be for up to \$200m...

loans, after an absence of more than a decade. Mr Isarescu said that, after the eurobond, the bank's next goal would be a large syndicated loan, scheduled for late-August or early September...

Lebanon goes ahead with dollar offering

By Corinne Middelmann

The eurobond market saw a diverse selection of new issues yesterday, with US dollar offerings predominating.

INTERNATIONAL BONDS

Lebanon launched its long-awaited \$100m issue of bonds due July 2000, which it had postponed in April when Israel took military action against Hezbollah fighters in south Lebanon on the scheduled launch date...

has said. The bonds were priced to yield 285 basis points over Treasuries, higher than the 320-basis-point spread of the \$300m issue of last July...

Elsewhere, Philips, the Dutch electronics giant, launched \$250m of five-year bonds during Asian trading. The bonds, listed in Luxembourg and Hong Kong, were targeted at Asian investors...

NEW INTERNATIONAL BOND ISSUES

Table with columns: Amount, Coupon, Price, Maturity, Page, Spread, Book-terminator. Lists various international bond issues from US Dollars, D-Mark, Swiss Francs, Canadian Dollars, Australian Dollars, and Japanese Yen.

UBS launches note issue with exposure to former Yugoslavia

By Corinne Middelmann

Union Bank of Switzerland has launched a new type of asset-backed security enabling investors to gain exposure to the countries that constituted Yugoslavia. It has issued \$800m of euro-medium term notes backed by commercial bank debt of the former Yugoslavia under the 1988 New Financing Agreement (NFA)...

ness to 12 months, as witnessed by the recent equity offering for Pliva (the Croatian pharmaceutical company), which was about 20 times subscribed...

Slovenia will account for 18 per cent of the asset-backed note programme. Croatia, 28.5 per cent; Macedonia, 6 per cent; Bosnia-Herzegovina, 10 per cent; and Yugoslavia (Serbia/Montenegro), 37.5 per cent.

WORLD BOND PRICES

Table with columns: Country, Coupon, Price, Days to maturity, Yield, Week ago, Month ago. Lists benchmark government bonds for Australia, Austria, Belgium, Canada, Denmark, France, Germany, Italy, Japan, Netherlands, Portugal, Spain, Sweden, UK Gilts, and US Treasury.

BOND FUTURES OPTIONS (LFFE) \$250,000 points of 100%

Table with columns: Strike, Price, Call, Put, Sep, Dec, Jan, Apr, Jul, Oct. Lists futures options for Italy, Spain, and UK.

FT-ACTUARIES FIXED INTEREST INDICES

Table with columns: Index, Price Index, Yield, Duration, etc. Lists various fixed interest indices.

FT FIXED INTEREST INDICES

Table with columns: Index, Price Index, Yield, Duration, etc. Lists various fixed interest indices.

GLT EDGED ACTIVITY INDICES

Table with columns: Index, Price Index, Yield, Duration, etc. Lists various GLT edged activity indices.

FT/ISMA INTERNATIONAL BOND SERVICE

Table with columns: Issued, Bid, Offer, Ctg, Yield. Lists international bond service data.

US INTEREST RATES

Table with columns: Rate, One month, Three month, Six month, One year, Two year, Three year, Five year, Ten year, Thirty year. Lists US interest rates.

BOND FUTURES AND OPTIONS

Table with columns: Strike, Price, Call, Put, Sep, Dec, Jan, Apr, Jul, Oct. Lists bond futures and options for France, Germany, and UK.

OTHER FIXED INTEREST

Table with columns: Issue, Yield, Price, etc. Lists other fixed interest instruments.

UK GILTS PRICES

Table with columns: Issue, Yield, Price, etc. Lists UK gilt prices.

DEUTSCHE MARK STRATEGIES

Table with columns: Issue, Yield, Price, etc. Lists Deutsche Mark strategies.

CONVERTIBLE BONDS

Table with columns: Issue, Yield, Price, etc. Lists convertible bonds.

FLOATING RATE NOTES

Table with columns: Issue, Yield, Price, etc. Lists floating rate notes.

OTHER FIXED INTEREST

Table with columns: Issue, Yield, Price, etc. Lists other fixed interest instruments.

Large table at the bottom of the page containing various financial data, including bond prices, interest rates, and market indices.

JOBS: Companies must search for a new moral dimension to define their aims, writes Richard Donkin

Balancing on the high wire of business

Driving along highway 10 in California last week, listening to the country rhythms of K-FRG, or "K-Frog Radio" as it calls itself, I heard a particular advertisement repeated every 20 minutes or so.

It had been placed by the US communications workers' union and it complained about a decision by GTE, the telecommunications company, to shed 17,000 jobs. The advertisement had been inspired by a desire to increase profits - yet, they claimed, GTE's service was suffering as a result.

Whether or not the claims were true, the advertisement demonstrated the potential backlash, undermining employee and customer confidence, that can result from corporate re-engineering.

It also illustrated how matching investor demands with those of the customer and the employee is becoming a delicate management issue for large companies, where ethical considerations can no longer be ignored in the drive for ever increasing profits.

The union, in this case, is probably fighting a losing battle. Telecommunications jobs feature highly among those

threatened by improvements in technology leading to a fluidity in employment prospects in US industry. American Telephone and Telegraph announced plans to eliminate 40,000 jobs earlier in the year while smaller carriers have added collectively almost as many. The new jobs that have emerged in the related cable and broadcasting industries demonstrate how difficult it is to assess the impact of technological change on employment.

It will be interesting to see whether existing human resource disciplines will be sophisticated enough to deal with the potential instability of such change. The way that human resources can be used to balance the interests of employees with the aims of the business was highlighted recently in *The Healthy Organization, Fairness, Ethics and Effective Management* by Susan Newell, a lecturer at Warwick Business School.

Newell believes that the mutuality of business between

management, employees, customers and shareholders and the maintenance of stability and equanimity of the constituent interested parties are at the heart of a successful enterprise. She sees the modern approaches promoting health and fitness, diversity and equality of opportunity in the workplace as important components in many of today's successful companies. But what some of these companies may still lack, she suggests, is an underlying idealism.

The success of Quaker companies, such as Cadbury, Rowntree and Lever Brothers, reflects the humanitarian principles they were founded upon, she argues. But while many companies have imitated their welfare schemes, few have felt obliged to adopt similar principles across their businesses. In adopting welfare schemes, says Newell, most companies have seen them as a cheap substitute for higher wages and a way to discourage employees from joining unions. This is

because the majority of companies are driven only by the profit motive. But that may no longer be sufficient.

Should more companies today be seeking some kind of moral dimension to match that of the Quaker businesses? If so, where might this new business ethic originate?

One possibility may be corporate governance. Few people working in companies today, from top to bottom, can be said to be operating in a vacuum of accountability. Everyone is responsible to someone. Even chairman must consider themselves employees with obligations they must fulfil.

However much it may be derided as overly bureaucratic by its detractors, corporate governance has done much to re-enforce this recognition of accountability at the top of companies. It seems to embrace the observations Peter Drucker made nearly 30 years ago in *The Practice of Management*, that managers need to be managed. The lack of such

management among senior people has never been as evident as it is today in the way that many in management are accepting long hours of work, almost without question.

This corporate slavery at the top of companies and in many professions is threatening the balance between personal and working lives. Earnings become meaningless when people no longer have the ability to enjoy the profits from their work.

Perhaps it is time that companies expanded the notion of part-time working or job-shares into senior appointments. It would not only create more jobs but would also help to alleviate the pressure in many senior roles.

Newell gives as an example the appointment of a senior deputy store manager recruited to work Sundays in a Sainsbury's supermarket. At present many companies still seem to view part-time work as something that is useful lower down the hierarchies. It may

be that more companies may need to consider such options more seriously at higher levels.

Whistleblowers inside companies are not always appreciated, even if the information they provide may save their employers thousands of pounds.

If they inform upon their workmates they risk being ostracised; if it's the boss, they risk the sack. There is a culture, almost inbred from school days, that you do not snitch.

Yet there is no doubt that if employees had spoken out earlier in a number of well publicised fraud cases, the individuals responsible may have been brought to book at a much earlier date.

One of the problems for whistleblowers is finding advice or a trusted confidante to receive the information. While many may be brave enough to impart information anonymously, few are prepared to do it openly. Individuals can

obtain help in the UK from Public Concern at Work, a charity established to provide legal advice to whistleblowers. Some companies have also established private hotlines. Sometimes these lines connect to a recorded answering service which does not easily deter anonymous mischief calls.

A company called Expolink offers a manned telephone line. Although call handlers will accept anonymous tip offs they encourage callers to hand over their names and numbers. The call handler is obliged to protect the identity of the caller even when given. He acts as a go-between, relaying messages to managers of the client employer. The company goes to elaborate lengths to protect the security of callers. Once a report is faxed to a client, the original recording is wiped and the written record destroyed, preventing it from being produced in evidence for a criminal prosecution.

Several problems suggest

themselves with such a service: does the encouragement of whistleblowing breed a climate of distrust in a company? Can employees expect to work well in the knowledge that one of their workmates may report some minor infringement of company rules? What if the problem is the management who have installed the service to monitor employee knowledge of their activities?

Legal protection for whistleblowers is promised in a private member's bill, the public interest disclosure bill, sponsored by Don Touhig, Labour MP for Islwyn. Legislation already exists in North America, Australia and New Zealand. The bill, however, has little chance of reaching the statute book at this stage.

In a unionised workforce trade union representatives might be the best individuals to deal with employee concerns although they may not be able to offer the same protection of anonymity.

Public Concern at Work can be contacted on 0171-404 6609. Expolink is on 01249-782124.

**The Healthy Organization, Fairness, Ethics and Effective Management by Susan Newell, published by Routledge, £11.99 in paperback.*

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- 2-4 years experience of producing equity research either for the developed or emerging markets
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There will be regular contact with both companies and clients and frequent travel will be expected.

In the first instance, please send your CV in complete confidence to: Adrian de Vere Green, Emerging Markets Search & Selection, 12 Masons Avenue, London EC2A 5BT. Telephone: 0171 699 4744 Fax: 0171 699 4712 Email: adrian@emss.co.uk

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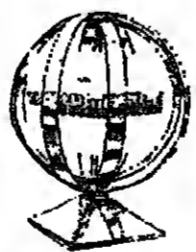
- evaluation of investment opportunities
- maintenance of market relationships
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This is a role for an individual who is capable of conducting research and forming investment opinions reflecting the latest market, political and economic developments. You will need to have a good degree, together with, or prepared to work towards, a professional qualification (eg. CFA or IIMR). A broad knowledge of money markets is equally desirable.

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- be citizens of an EU Member State;

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All applications should include a full CV and be sent to:
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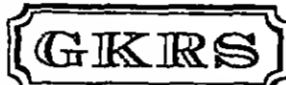
Debt Capital Markets

The Debt Capital Markets Department originates Euromarket and global debt mandates from the firm's worldwide client base. Working with Corporate Finance bankers, the team develops opportunities for traditional and highly structured financial products across all currencies. Ref: 522J.

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Our client is a fast growing independent advisory unit within a global professional services firm. The business has an established structured finance team and is rapidly developing its activities in this area. It now seeks to augment its existing team with the appointment of a number of executives from senior Manager through to Director level.

Project Finance Specialists

The Project Finance team is responsible for delivering a full range of advice to clients on project finance initiatives, including investment opportunities arising from the Private Finance Initiative (PFI), telecommunications and large-scale transportation projects. Candidates for these roles will have gained exposure to a wide variety of project finance work, ideally including PFI projects, and will combine business development and hands-on execution skills with a record of successfully closing transactions. Ref: 519J

Leasing Specialists

The Leasing team is responsible for advising clients on the structuring and financing of middle market and big-ticket leasing transactions across a wide range of industry sectors, with a focus on major domestic projects. Candidates will require strong project management ability and first rate financial analysis and modelling skills, together with an excellent record of closing major leasing transactions. Ref: 520J

Candidates for both roles will be graduates, with upwards of four years' relevant experience gained in an advisory or lending capacity, or alternatively in project finance roles in industry. We are seeking individuals who are energetic and ambitious with a strong personal presence, developed commercial awareness and creativity, first rate communication skills and the ability to progress quickly through the organisation.



These roles offer highly competitive base salaries, bonus and the full range of executive benefits. Please send a full CV in confidence to GKRS at the address below, quoting the relevant reference number on both letter and envelope, and including details of current remuneration.

SEARCH & SELECTION

CLAREBELL HOUSE, 6 CORK STREET, LONDON W1X 1PB. TEL: 0171 287 282
A GKR Group Company

Principal & Vice-Chancellor

The Robert Gordon University is seeking a candidate of outstanding ability from higher education, industry or commerce to succeed Dr David Kennedy, who will retire from the post of Principal and Vice-Chancellor on 31 August 1997.

Founded over one hundred years ago, the institution was granted University title in 1962. It has expanded rapidly during the last ten years, and will have over 7,000 full-time equivalent students by autumn 1996. During this period the University has also expanded its research activities and its commercial interests.

The successful candidate will take up post at a time when higher education faces fundamental challenges relating to purpose, funding, management and organisation, and methods of delivery. He/she will therefore be a person of vision, capable of providing strong and effective academic direction and possessing excellent managerial skills, in order to meet these challenges and lead the University successfully into the next century on a path of continuing development and growth.

Any person who wishes to apply, or would like to suggest a name for consideration, is invited to write to Mr Ian Souter, Chairman of the Board of Governors, c/o University Secretary, at the address opposite.



The closing date for the receipt of applications and nominations is Wednesday 13 June 1996.



THE ROBERT GORDON UNIVERSITY
ABERDEEN

Consultant £25-30,000

Wolff Olivo is the consulting company that helps its clients become leaders in their markets. We achieve results by adopting a hard approach to two soft issues - image and culture - and treating them, uniquely, as one.

We are looking for someone to join our team of strategy consultants based in London. Applicants need to have:

- a postgraduate business degree
- three or four years experience in research, marketing or PR
- proven strategic, analytic and evaluation skills
- first hand knowledge of the US and/or Mexico
- fluency in English, Spanish & one other European language (ideally German)
- excellent presentation and writing skills

If you meet all these criteria and have creative skills to help our clients become leaders in their markets please send your cv to Charles Wright, Wolff Olivo, 10 Regent's Wharf, All Saints Street, London N1 9RL by 30 May.

EUROPEAN MARKETING MANAGER

A major international company which is a leader in its field is looking for a:

PARIS HEADQUARTERS

The successful candidate will cooperate in the development and implementation of the marketing policy for all the group's subsidiaries and must be able to contribute with advice and practical assistance towards the encouragement of marketing synergies between the various business units.

Aged around 35, candidates must hold a higher education diploma including specialised marketing studies. They must have at least 5 years' practical marketing experience together with a marketing management record, if possible in the service sector.

The successful candidate will be trilingual in English, French and German and must have experience of working in an international context.

Rigorous, with excellent analytical and synthetical skills, the successful candidate will also be outgoing and approachable and possess outstanding negotiating skills.

Please send full details (letter, CV, photo and expected salary) in French or English quoting ref. FT/610 to CLP associés, BP 170, 75755 Paris cedex 15, France. Call us for additional information (33)-145 38 62 62.

C . L . P
A S S O C I É S

FIXED INCOME PRODUCT MANAGER/ PORTFOLIO STRATEGIST

London based

Our client, a leading global financial services firm, is looking for a Eurobond Product Manager/Corporate Strategist to join an existing team in their London office.

The successful candidate will be responsible for co-ordinating the European activities of our New York, Tokyo and European salesforces, targeting institutional clients in all three geographical areas. Additional responsibilities include product management, strategist to the Fixed Income trading groups and management of the London Credit Research Group.

You should have at least seven years' relevant experience in bond market making and a thorough background in credit research. This experience will have been gained through direct first hand trading responsibility and must be complemented

with fundamental credit research and analysis of the bond markets. You must demonstrate strong communication skills in both presentations and written publications. Direct exposure to the international markets of Tokyo and New York is essential.

You should be educated to MBA or an equivalent level.

The rewards package and career development prospects are excellent. To apply, please write with your full CV and quote reference 422, to: Alastair Lyon, Confidential Reply Handling Service, Associates in Advertising, 5 St John's Lane, London EC1M 4BH.

Applications will only be sent to this client but please indicate any company to which your details should not be forwarded.

Managing Director

Investment Management Company
Douglas - Isle of Man

Through a fully staffed specialist investment company on the Isle of Man our client actively manages the funds of a number of international insurance companies. The substantial portfolios include both fixed interest and equities. Currencies are also traded.

Our client will recruit a Managing Director who will report to the resident Chairman/Chief Investment Officer. He/She will manage and co-ordinate the company's activities and staff to meet the requirements of clients and conform to compliance and control procedures.

Some travel to the United Kingdom and internationally to meet clients may be required.

Qualifications:

- Previous direct responsibility in an asset management company for
 - Risk and Performance Measurement
 - Compliance
 - Financial management information and systems
- An experienced and able team member
- Strong communication and presentation skills
- University graduate or MBA, probably aged 38 years or older

Apply in strict confidence to
J R Pettit

The Willis Partnership Ltd.
23 Buckingham Gate
London SW1E 6LB
Fax: 0171 828 9967

US MUTUAL FUND INVESTMENT WRITER

Gartmore is one of the success stories of the City. We are a leading fund manager, based in the UK, with a significant presence in the management of pension funds, unit trusts, offshore funds and investment trusts.

We wish to appoint a London-based US Mutual Fund Investment Writer in service our joint venture with NationsBank, the third largest bank in the US. Reporting to the Senior Investment Writer in London, your role will be to write mutual fund commentaries, investment texts and newsletter articles, as required by the Sales and Marketing unit at Nations Gartmore. You will provide the liaison link between the London-based investment managers and the business development professionals based in Charlotte, North Carolina.

Ideally you will have 2 years' experience of investment writing in retail financial services or in financial journalism. Prior experience in the brokerage or fund management business would be an advantage. Emphasis will be placed on the ability to write for a US mutual fund group or about investing for a US audience. Your calm temperament and strong personal organisation skills will be used fully in meeting the demanding schedule of deadlines.

If you are interested in this role, please apply with CV and covering letter outlining how you meet our requirements to Angela Hart, Personnel Officer, Gartmore Investment Limited, PO Box 65, 16-18 Mount Street, London EC3R 8QQ.

Gartmore

Gartmore Investment Limited is regulated by the Financial Services Authority, and is a member of the Gartmore marketing group which includes Gartmore Securities, Gartmore Investment Services, Gartmore Asset Management and Gartmore Investment Services.

MANAGING DIRECTOR

PRIVATE BANKING
LUXEMBOURG

My client, an entrepreneurially minded, global banking operation, has an impressive track record in the management of "high net worth" private client assets.

With a reputation for high quality, prudent investment expertise, and professional relationship management, the Bank is committed to continued growth, with a strong emphasis being placed on the role of Luxembourg in future developments. To further strengthen its position, the Bank is looking to appoint a "relationship" minded Managing Director, who will manage all elements of the local operation.

Reporting directly to the Group General Manager and Chairman, this is a demanding, high profile role, which will appeal to a business builder, who thrives to a dynamic, lively environment, and whose leadership style supports the longer term aspirations of the Bank. You will be a senior banking professional, of graduate calibre, with an impressive, international track record of managing private client relationships, and of running a business unit.

Personal attributes will include strong interpersonal and influencing skills, and the ability to develop and maintain long term client relationships. Complete fluency in English and French is a pre-requisite. German a distinct advantage, and other languages a plus.

This is a great opportunity for an ambitious and capable manager to use their skills and experience in an organisation at an exciting stage in its development. For the right person, the benefits package will not be a limiting factor.

If you are interested, please send your application to me at the address below, or alternatively, contact me on (352) 40 63 58 for more information. (Fax - 40 45 48).

All applications will be treated in the strictest of confidence, and should be accompanied by a full Curriculum Vitae, together with current salary details, and a contact telephone number.

Nigel Plimpton, Senior Partner, Plimpton, Morgan & Partners,
BP 2740, L-1027 Luxembourg

morgan
& partners

If your accomplishments
have been unlimited,
why limit your rewards?

You have already accomplished more than most of your peers. You are successful, whether as a sales professional, banker, accountant or entrepreneur. In fact, your accomplishments are starting to outpace your rewards. You should consider the limitless career of a Prudential-Bache Financial Advisor.

At Prudential-Bache our Financial Advisor Training Programme develops your professional strengths and experience. You will discover how we help you build a solid client base and thoroughly learn the financial services business. And we think you will find your compensation during the training process more than attractive.

As a Prudential-Bache Financial Advisor, your compensation is determined entirely on your performance. Unlike other careers and perhaps your current profession, your financial rewards will always match your success.

To learn more about the opportunities at Prudential-Bache, if you are age 25-35, a UK national (or hold a valid work permit), please call or send your C.V.

Mr Martin Leclerc, Executive Vice President
Prudential-Bache Securities (UK) Inc.
1-3 Strand, Trafalgar Square
London WC2N 5HE
Fax: 0171-414 6941. Tel: 0171-439 4191

Prudential-Bache
Securities

Prudential-Bache Securities (UK) Inc. is a subsidiary of Prudential Securities
Incorporated, New York, New York

Documentation and Transaction Executive

The Industrial Bank of Japan is one of the leading Financial Institutions with a reputation for excellence.

As part of the ongoing process to improve systems we require a Documentation and Transaction Executive to be responsible for security, covenants and loan monitoring. Applicants will be familiar with bank operational matters and will be capable of technically assessing the quality of compliance and be able to advise on legal-technical issues relating to loan agreements and transactions.

Applicants must have a relevant degree, supported by proven exposure to UK and Japanese legal documentation. As some of the documentation is in Japanese the ability to speak and write in Japanese is required.

A highly attractive salary will be offered together with a valuable package of banking benefits.

Please send your full CV to: Kim Cowling,
Personnel Manager, The Industrial Bank of Japan,
Limited, Bracken House, One Friday Street,
London EC4M 3JA.

IBJ
THE INDUSTRIAL BANK OF JAPAN

LGT Bank in Liechtenstein (Deutschland) GmbH

Wir sind eine international tätige Wertpapierbank. Institutionellen und privaten Kunden bieten wir Portfolio Management und Anlageberatung, gestützt auf hochentwickelte quantitative Methoden und ein leistungsstarkes hauseigenes Investment Research.

Zur Intensivierung der Kundenbeziehungen und Akquisition wollen wir den international agierenden Vertrieb der LGT Asset Management GmbH ausbauen. Deshalb suchen wir eine engagierte Verstärkung für den Bereich

Marketing/Vertrieb

Ihre Aufgaben:
Sie betreuen LGT Niederlassungen mit Schwerpunkt im asiatischen Raum sowie international operierende Asset Management Consultants. In diesem Zusammenhang sind Sie unter anderem für die Präsentation und die Ausarbeitung von detaillierten Beschreibungen, z.B. von Investmentabläufen oder Portfolio-Modellen, verantwortlich.

Wir wünschen uns:
Ein abgeschlossenes wirtschaftswissenschaftliches Studium; mehrjährige Erfahrung im Investmentbanking; Kompetenz in schriftlicher und mündlicher Kommunikation; sehr gute PC-Kenntnisse; ein hohes Maß an Kreativität und exzellente Englischkenntnisse.

Wir bieten Ihnen:
Eine anspruchsvolle, kundenbezogene Aufgabe in einem weltweit agierenden Unternehmen, die dem Geschäftsführer Marketing/Vertrieb direkt unterstellt ist. Arbeit in einem jungen Team, das von Engagement und Einsatzfreude gekennzeichnet ist.

Wenn sie diese Aufgabe reizt, senden Sie bitte Ihre vollständigen Bewerbungsunterlagen an die Personalabteilung der LGT Bank in Liechtenstein (Deutschland) GmbH, Postfach 100354, 60003 Frankfurt/Main; Bleichstr. 60-62, 60313 Frankfurt/Main.



THE COURT OF JUSTICE OF THE EUROPEAN COMMUNITIES

is organizing an open competition on the basis of tests for the constitution of a reserve list for future recruitment of

CONFERENCE INTERPRETERS of English mother-tongue (Open Competition Cj/LA/16)

Salaries and social benefits are comparable with those offered by the other institutions of the European Union.

Requirements:

- be a national of a Member State of the European Union;
- be less than 45 years of age on 14 June 1996;
- have completed a full course of university studies in conference interpretation or have equivalent professional experience, duly evidenced by supporting documents, as a conference interpreter;
- have a perfect command of English and a thorough knowledge of at least three official languages of the European Communities, including Italian or Dutch.

Further information and the mandatory application form may be obtained upon request in writing (ref: Official Journal of the E.C. of 11 May 1996) to: the Personnel Division of the Court of Justice of the EC, L-2925 Luxembourg.

The final date for receipt of applications is 14 June 1996.

JAPANESE SPEAKING Settlements Officer in Luxembourg

A Luxembourg based leading international bank has an immediate vacancy for a Settlements Officer.

The Officer will be based in Luxembourg and be responsible for Bond and Equity settlements and accounting functions for fund administration.

Knowledge and experience required:

- over 5 years in settlements and/or accounting in fund administration
- fluency in Japanese and English is essential
- fluency in French is recommended
- good contact skills
- team builder

a competitive salary and benefits package is negotiable according to experience.

Please contact Ms Kuniko Kamikida in confidence on:

Tel: 0171 489 8141. Fax: 0171 236 5785

Cannon Persona
INTERNATIONAL RECRUITMENT
Aldermay House, 10-15 Queen Street, London EC4N 1TX

Senior Credit Analyst

A leading US investment banking and brokerage institution seeks a Senior Credit Analyst.

The Personal Officer, Box Number A5323, Financial Times, One Southwark Bridge, London SE1 9HL

ACCOUNTANCY APPOINTMENTS

ALPS RECRUITMENT CONSULTANTS GROUP
2 London Wall Buildings, London Wall, London EC2M 5PP
Tel: 0171-588 3588 or 0171-588 3576
Fax No. 0171-256 8501

Scope to realise substantial capital in 5 years
ALPS
FINANCE DIRECTOR (DESIGNATE)
WIMBLEDON **£35,000-£45,000 + BONUS**
LEADING SPORTS, LEISURE AND PROPERTY GROUP

The Finance Director is the "anchor" for the head office management team of this entrepreneurial holding company, which controls a number of wholly-owned subsidiaries and joint-venture interests. The successful candidate will be responsible for a mix of hands-on accounting and financial management, including group consolidations, tax and funding issues and appraisal of new ventures, as well as the Chairman's personal financial and property matters and day to day business/office management. It is a very small team of people from large company backgrounds who are enjoying building a diverse group (participation in flotation possible) and need a like-minded, flexible colleague, prepared to tackle the mundane not just the interesting aspects. We seek a computer literate, qualified accountant with a minimum of 4 years' post-qualifying UK commercial experience and excellent communication skills.
Applications in strict confidence under reference FDSL/5523/FT to the Managing Director, ALPS.

ALPS RECRUITMENT CONSULTANTS GROUP
2 London Wall Buildings, London Wall, London EC2M 5PP
Tel: 0171-588 3588 or 0171-588 3576
Fax No. 0171-256 8501

Opportunity to join a major fast growing group with over \$20 billion under management in London, with scope for career progression in other areas of the business.

ALPS
ASSISTANT COMPLIANCE OFFICER
- ACCOUNTING OR LEGAL BACKGROUND
CITY **£25,000 - £30,000 + BONUS**
GLOBAL INVESTMENT MANAGERS

Our client's funds have grown rapidly and are invested in the full range of instruments and markets. The compliance policies and control procedures are well-established. The successful applicant will design and implement a compliance monitoring programme for the London and other European offices and ensure compliance with IMRO and SEC rules and the firm's procedures. The challenge is as much in getting the fund managers to work to the procedures and seeking out potential problem areas as in the monitoring process. We seek a young graduate, part or recently qualified accountant or lawyer, with excellent computer skills and ideally some experience in financial services. The position calls for a strong, persuasive personality and it is an environment where adaptable, innovative people thrive. Applications in strict confidence under reference ACO5524/FT to the Managing Director, ALPS.

Appointments Advertising

appears in the UK
edition every
Wednesday &
Thursday and in
the International
edition every
Friday

For further
information
please call:

Andrew Skarzynski
+44 0171 873 4054

Toby Finden-Crofts
+44 0171 873 3456

Quantitative Analyst - London -

An International Fund Management Company is looking for a Quantitative Analyst to be based in their London office. Candidates should be educated to Degree level, be computer literate, have work experience in the financial sector and be familiar with the international markets. They should have a working knowledge of data base packages and statistical packages such as OneSource and RATS.

The successful candidate's duties will include asset performance evaluation, marketing request support, emerging markets and small cap research, factor model testing and maintenance of valuation models.

Please send your C.V. with current salary details to:

Anita Taylor, Cursor Alliance
Management Ltd., 53 Stratton Street,
London W1X 6JJ

INVESTMENT MANAGER

EVERY & PHILLIPS AND DUNNINGS

£ Attractive East Devon

Leading East Devon Solicitors seek experienced manager for newly formed Investment Department.

Extensive knowledge of UK and overseas stockmarkets required together with flair for business development.

Ambition and commitment will be rewarded with performance incentive.

Please write with full CV to Richard M P Howe at 130 High Street, Honiton, Devon EX14 5JR.

0171 236 5785

2/2/1996

COMMERCIAL ANALYST

Frankfurt or Basingstoke DM/£Excellent

Our client is the largest commercial bank note and security printing company in the world. Following an internal promotion within one of their key operating divisions, an opportunity of unparalleled potential now exists for a highly motivated fast track finance professional. Working within a technologically advanced business unit, specific responsibilities encompass the German subsidiary based in Frankfurt.

THE COMPANY

- Operating division of a major UK listed blue chip PLC
- Leading provider of banking equipment to German financial institutions
- Significant client base; customer orientated approach
- Dynamic and entrepreneurial environment
- Highly profitable; huge growth potential
- Creative and innovative; at the forefront of specialist systems design

THE ROLE

- Direct reporting to the Divisional Financial Director
- Key role between finance and operations
- Commercial analysis of business performance
- Capital appraisal and financial review
- Budgeting and cash flow forecasting
- Enhancement of existing internal systems
- Ideally based in Frankfurt; Basingstoke will be considered

This role attracts a high basic salary, significant bonus, car and relocation assistance if necessary. If you would like to discuss this opportunity please contact our advising consultants Sharmila Sharon Parekh or James Heath at Executive Match on 0171 872 5544, or write enclosing your CV quoting ref. S/460.

THE PERSON

- Age 28-35, at least 3 years' ppe
- ACA, CIMA, ACCA qualified
- Proven track record of commercial analysis within a blue chip organisation
- Fluent in English and German
- Knowledge of UK/German GAAP
- Value added approach
- Management presence; strong influencing skills

EXECUTIVE MATCH
1 Northumberland Avenue,
Traffalgar Square,
London WC2N 5BW.
(Fax: 0171 753 2745)

Audit Managers

Leading UK Multinational

Outstanding career opportunities for fast-track finance professionals

West London c.£60,000 + Car + Bonus

This prestigious international services organisation enjoys a world class reputation for its financial strength, innovative marketing and quality of customer service. The group is committed to maintaining its leading international position through continued investment in effective performance improvement initiatives.

The Internal Audit function has an excellent record of promoting ambitious individuals into senior financial management roles, and successful candidates can look forward to fast-track career development across the group. Recent promotions have caused the need for two high calibre audit professionals.

Reporting to the Chief Internal Auditor, the Audit Managers will:

- perform financial and operational audits on a worldwide basis, undertaking up to 25% travel;
- add value to the business by recommending improvements to management controls and identifying opportunities for cost efficiencies and profit improvement;
- lead sizeable audit teams on assignments, developing subordinates through regular performance monitoring, assessment and training.

Candidates will be graduate qualified accountants, probably aged late twenties to early thirties, with a successful track record in audit within a fast-moving, international corporate environment. Sound technical ability, a high degree of commercial awareness and first class communication skills must be combined with an independent, resourceful approach and the ability to work with limited supervision.

Please send a full CV in confidence to GKRS at the address below, quoting reference number 524J on both letter and envelope, and including details of current remuneration.

SEARCH & SELECTION
CLAREBELL HOUSE, 6 CORK STREET, LONDON W1X 1PB. TEL: 0171 287 2820
A GKR Group Company

London

Finance Director

Madame Tussaud's, Alton Towers, Chessington World of Adventures and Port Aventura in Spain form part of The Tussauds Group, a subsidiary of Pearson Plc, a FTSE 100 constituent, and one of Europe's largest operators of visitor attractions. With revenues approaching £150 million and some 12 million visitors a year, the Group's strategy is to build on its position as the most profitable, high quality visitor attraction operator in Europe, through the development of other sites and businesses globally. Due to retirement the Group now seeks an experienced, commercially focused finance professional with a real talent for delivering imaginative financial solutions.

"A seriously enjoyable career opportunity"

THE ROLE

- Reporting to the Chief Executive, with broad responsibility for group strategic financial planning, managing and developing an established group finance function and providing guidance to subsidiary Finance Directors.
- Structuring and delivering funding for asset-backed new developments, negotiating with principals and raising investment from joint venture partners and the Parent company.
- Developing effective mechanisms to evaluate key performance indicators in the existing portfolio and supporting the Tussauds board in maximising Pearson and joint venture partners' shareholder value.

THE QUALIFICATIONS

- Creative ACA/CIMA, aged 35+, with a sound appreciation of international business development, ideally property related, with prior exposure to treasury, particularly cross-border cash management. A second European language advantageous.
- Natural communicator and negotiator with strong lateral thinking ability and the vision and determination to deliver workable business solutions.
- Energetic leader, with strong financial management and IT skills, able to enthuse staff and peers and make an early and significant impact on the business.

Leeds 0113 2307774
London 0171 493 1238
Manchester 0161 499 1700

Selector Europe
Spencer Stuart

Please reply with full details to Selector Europe, Ref: FS130664, 16 Cornhill Place, London EC2R 2ED

£60,000 package + benefits

Prominent UK Plc

London area

Finance Director

Recent promotion of this c. £250 million turnover core division of a market-leading plc necessitates the appointment of a commercially astute Finance Director to lead the finance and IT function. Challenging and demanding role, assisting the Managing Director in enhancing the strategic growth of the division, building on success to date. Excellent opportunity for enterprising finance professional seeking first significant FD position within a blue-chip plc.

THE ROLE

- Responsible to the Managing Director for the circa 30-strong finance and IT function, providing a first-class service that supports the needs of a growing business.
- Further develop budgetary controls and management information systems whilst overseeing the implementation of a major IT investment programme aimed at optimising business efficiency and competitiveness.
- Board member with significant input to the strategic direction of the division, including evaluating new business opportunities and advising on innovative project financing.

THE QUALIFICATIONS

- Qualified accountant, currently a Financial Controller or Divisional Finance Director within a sizeable organisation, with proven fast track career progression and operational experience.
- Will have successfully operated within a large project management environment and have overseen the implementation of sophisticated, integrated IT systems.
- Authoritative leader and man-manager capable of developing the team whilst possessing the personal maturity and credibility to provide guidance to the Board.

Leeds 0113 2307774
London 0171 493 1238
Manchester 0161 499 1700

Selector Europe
Spencer Stuart

Please reply with full details to Selector Europe, Ref: FS130664, 16 Cornhill Place, London EC2R 2ED

Financial Controller

Switzerland £ Excellent + Expat Bens

Founded three years ago, our client is rapidly becoming a major force in its field of commodities and related services. With 14 offices worldwide and driven by a dynamic management team, the company is perfectly positioned for further controlled growth. The company culture is both competitive and entrepreneurial.

There now exists a requirement to augment the management team in Switzerland with the appointment of a high calibre Financial Controller. Reporting to two of the founding Directors, the role is extremely high profile and encompasses the entire financial management of the operation. Specifically, this will involve the management of a small team, financial planning and analysis, international financial reporting

This opportunity will appeal to a commercially orientated accountant (aged 28-35) with a minimum of two years post qualification experience gained in commerce. Whilst the ability to take a hands on approach is essential, candidates must also demonstrate the potential to contribute to the strategic development of the business and to communicate effectively at all levels. Knowledge of commodities is desirable but not essential. Key qualities include a high level of intellect, strong interpersonal skills and an evident track record.

Benefits include an attractive remuneration package and the opportunity to develop a fast track career within a rapidly expanding international group.

Interested applicants should write, in the strictest confidence to Robert Walker or Brian Hamill at Walker Hamill Executive Selection, forwarding a curriculum vitae quoting Ref: RW 2467.

WALKER HAMILL
105-108 Tottenham Street
St James's
London SW1Y 6BB
Tel: 0171 839 4444
Fax: 0171 839 8887

Finance Director

North Wales TEC

c.£45,000 + Car & Benefits **North Wales**

North Wales TEC will be formed from the first ever merger of two TECs, Targed and Training & Enterprise. The aim is to become a Centre of Excellence for stimulating and encouraging enterprise and to make a real impact on the economic future of the area. This high-profile initiative creates an opportunity for a commercially-minded Finance Director to contribute to merging two very different cultures and manage a budget of £25m.

THE POSITION

- Contribute to strategy. Prepare corporate and annual business plans. Institute and maintain financial control systems.
- Support income-generating initiatives including sourcing European grants. Maintain close links with central government.
- Lead, motivate and develop Finance and IT team of up to 30.

QUALIFICATIONS

- Professionally-qualified accountant with proven experience of specifying and developing IT systems and public accountability.
- Strategic with broad and commercial outlook. Able to see and maximise benefits of partnership.
- An understanding of North Wales and a genuine sensitivity to its economy, language and culture.

North Wales TEC will be an equal opportunities employer.

Please send full cv, stating salary, ref MN60502, to NBS, Courthill House, Water Lane, Winstanley, Cheshire SK9 5AP

NBS SELECTION LTD
A NBS Resources plc company

Manchester 01625 539953 • London 0171 493 6392
Aberdeen • Birmingham • Bristol • City
Edinburgh • Glasgow • Leeds • London
Manchester • Slough • Madrid • Paris

Risk and Product Control

Outstanding Opportunities

UBS is one of the world's largest banks and is a growing force in integrated investment banking. As one of the few AAA-rated financial institutions in the world, we have a strong global presence in Debt and Equity Markets, Corporate Finance and Derivatives.

The Product and Risk Control function within UBS London is located on the trading floor and requires close liaison with traders and senior management of regional and global businesses.

In order to continue the development of these functions, we are looking to recruit for entry-level positions in Debt Risk Control and Equities Product Control, covering:

- Daily risk and P&L verification, reporting and analysis.
- Analysis and commentaries of financial and non-financial performance.
- Involvement in the implementation of new products.
- Major project development, including on-going development of the current Value at Risk system.

Successful candidates are likely to have the following background:

- Recently qualified accountants (ACA, CIMA), preferably Big Six/Blue-Chip background.
- Strong academic background.
- Excellent written, oral communication and analytical skills.
- Enthusiasm and drive.
- Ambition and proven ability to work in a dynamic and challenging team environment.

These high profile positions offer the perfect opportunity for the successful candidates to make their mark on and build a career with UBS. As well as an attractive salary and career prospects, these positions carry a comprehensive benefits package including a discretionary performance award. UBS is committed to staff development and offers a formal structured training programme.

Interested candidates should send a detailed CV to the address below.

Catriona Dunn
UBS Limited
100 Liverpool Street
London
E2RH

EUROPEAN CORPORATE AUDITOR

Alamo is the largest independently owned general use car rental company in the world. They operate from 135 locations in the US and Canada and operate from 160 locations in 10 countries in Europe with an average fleet of 128,000 vehicles. By offering an unparalleled service to their customers Alamo has maintained an impressive compound annual growth rate of 23% over the last ten years.

Consequently they have identified the need for a European corporate auditor to examine the pan European operations of this dynamic business. Reporting to the Director of Internal Audit at Alamo Headquarters in Fort Lauderdale, Florida, you will be responsible for reviewing and evaluating all accounting, financial control and management information systems in Europe.

The successful candidate will ideally need to be:

- "Big 6" qualified with 5 years ppe
- Experienced in international audit, preferably within a service oriented business.
- Mature, resourceful and able to work independently.
- Able to undertake extensive European travel.
- Fluent in German and English.

Suitable candidates should respond in confidence to our retained consultant Philip Macdonald at the address below.

Alamo

Wade Macdonald Associates
Hedrich House, 14-16 Cross Street, Reading, Berkshire RG1 1SN.
Tel: 01734 560600 Fax: 01734 583120 Email: nic@wademac.demon.co.uk

Planning Manager

International Investment Bank

c £30,000 + Full Banking Benefits

The leading investment banking subsidiary of one of the world's largest banks is continuing to develop and diversify its Eurobonds, Government Bonds, and Investment Management businesses.

This is a new position, resulting from the expansion of the company, and will report to the Deputy Managing Director responsible for Corporate Planning. Prime responsibilities will be to work within a small team which is dedicated to the organic growth of the Company. The brief is wide, involving long-term planning, interpretation of strategic issues in conjunction with line management, and working alongside business areas to formulate and implement new business proposals.

Suitable candidates should ideally have the following profile:-

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Gary Hall at Hall Alexander on 0171 240 2101
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- Proactive approach to the enhancement of management information systems.
- Project leading assignments to develop financial and corporate strategy.

In order to develop and perform within this role, candidates should be CIMA, ACCA or ACA qualified with 3-5 years commercial experience preferably within the financial services sector. Language skills in French or German are desirable.

This position offers long term prospects for an individual who is looking to progress and create an impact.

If you feel you could respond to the above challenge, send a CV quoting salary details, in confidence, to Richard Ansoo or Julie Thompson.

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For an initial conversation about this outstanding career opportunity, please contact our advising Consultant Mr Mark Poole, quoting reference FT0049 on (Fax) +44 171 813 9479, or by post to FSS Europe, Charlotte House, 14 Windmill Street, London W1P 2DZ, UK. Telephone +44 171 209 1000 for a confidential discussion.



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You must be a qualified accountant, with at least 5 years post-qualification experience and now holding a senior position, preferably in a customer-focused service industry. In addition to the relevant technical and analytical skills, you should have a well-developed commercial awareness and good communication and presentation skills.

Please send full personal and career details, including current remuneration and daytime telephone number, in confidence to Peter Jones, Coopers & Lybrand Executive Resourcing Ltd, Abacus Court, 6 Minshull Street, Manchester M1 3ED, quoting reference P324 on both envelope and letter and indicating any constraints on location of employment.

EXECUTIVE CONNECTIONS

International Audit Director

Eastleigh - Hampshire

Warner Lambert is a company dedicated to serving the needs of people through the creation of superior consumer and pharmaceutical products. By providing products of high value Warner Lambert helps people around the world lead happier, healthier and longer lives.

A Fortune 500 company, Warner Lambert is a global organisation employing approximately 36,000 people. The company is wholly focused on the research and development of a diverse portfolio of products. The company's portfolio of brands, which includes such household names as Halls, Listerine and Wilkinson Sword in addition to numerous 'OTC' and prescribed pharmaceutical products, generated revenues in excess of approx \$7bn last year.

The recent promotion of the current Audit Director to Finance Director of one of the company's divisions leads Warner Lambert to seek a suitably gifted and able replacement. Managing a highly skilled and qualified Audit team you will take responsibility for the planning and management of operational and EDP audits across all of Warner Lambert's operations in Europe, Asia, Australasia and the Middle East.

A role of such magnitude and profile requires an exceptional individual. As a qualified Accountant or Auditor you must possess highly developed people management skills, be a persuasive yet diplomatic communicator and be capable of inspiring the respect and confidence of those who work for and with you. You must possess a sound understanding of current audit methodologies, have gained at least 8 years' diversified experience in Public Practice or a major multinational and be prepared to commit to a high degree of international travel (40%).

Needless to say, this position offers a comprehensive and highly competitive remuneration package.

If you feel you can meet the challenges that this exceptional role offers then please forward your CV to our Consultant's Ann Johnson or Paul Glaston at Executive Connections, 43 Eagle St, London WC1R 4AP. (Fax: 0171 831 4571). E-Mail: response@executive-connections.co.uk. If you have any questions, then please telephone them on 0171 242 8105 (evenings/weekends: 01895 824037). Please note any CVs forwarded directly to Warner Lambert will be passed to Executive Connections.

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This is an exciting opportunity to join a major multinational corporate with a global presence. This organisation is one of the market leaders in its sector.

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The package will include a basic salary up to DM 275,000, depending on experience, plus the other benefits associated with a quality organisation. The individual's career aspirations should be targeted beyond this role.

For further information in the strictest confidence, contact Anthony Cook or Raj Munde on 0171 240 1040. Alternatively send your résumé quoting reference number 2082/02 to Morgan & Banks PLC, Brettenham House, Lancaster Place, London WC2E 7EN. Fax no: 0171 240 1052.

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- To develop, establish and maintain an Information Security Plan for GMIO, including the following:
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 - A Security Risk Assessment Methodology.
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 - IT infrastructure security components.
 - Information classification and retention rules.

- Co-ordinate the implementation of the plan within the GMIO business units.
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The Key Job Qualifications are:-

- Graduate with extensive practical experience of Information Security Practices and Issues as they impact a global company.
- High level of analytical & problem solving skills.
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- Ability to work at all levels within the organisation.

Reply in strict confidence quoting reference ISM with CV and relevant experience by 16th June 1996 to: Victoria Taylor, GMIO P.O. Box, Stelzenstrasse 4, CH8152 Glanbrugg, (Zurich), Switzerland.

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- to effectively manage project assignment teams
- to identify and help develop business opportunities within existing and potential clients

The Candidate will...

- be a highly intelligent (almost certainly a graduate) individual in their early 30s
- possess a minimum of five years' relevant experience which can have been acquired from a diversity of backgrounds including recruitment consulting, HR, technology consulting or end user technology management (the latter must have included a significant element of team selection and management)
- display excellent communication and presentation skills
- show reasonable familiarity with business and technology trends within financial markets
- have the ability to work both independently and as a leader of multi-level teams
- be strongly service- and delivery-oriented

Ref: MBFT11

McGregor Boyall Associates are a leading selection consultancy specialising in the recruitment of IT management and technical personnel for financial markets organisations in the UK and Europe. Established for ten years we have consistently recorded year-on-year growth and developed an enviable client base of UK, US, European and Japanese firms. To help us sustain and increase our UK and international profile, we are seeking to attract two outstanding individuals to occupy senior positions within the firm.

For further details about these opportunities, please contact Laurie Boyall on our confidential telephone or fax line: 0171 247 7466. Alternatively, send your CV, quoting the appropriate reference number, to McGregor Boyall Associates, 114 Middlesex Street, London E1 7JH. Fax: 0171 247 7475. e-mail: lboyall@mcgregor-boyall.co.uk

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- to produce and present clear and concise plans and to present these plans to senior management
- to identify new market opportunities where appropriate

The Candidate will...

- be in their early 30s
- have a successful track record of service or consulting sales
- have a graduate or professional qualification
- have a strong awareness of business and technology trends within financial markets
- combine a desire and ability to work independently with a recognition of the value of team working
- be service and delivery oriented

Ref: MBFT12

McGregor Boyall
Business & Technology Selection for Financial Markets

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Talented C/C++/VB developers are required to join an elite team designing and implementing systems for the global distribution of financial data for an investment bank. You should have a minimum 18 months' experience developing and delivering systems to users. Exposure to Client Server, OO technologies and GUI's is desirable. Excellent career prospects.

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- to develop and implement a robust support strategy for trading users.
- to work closely with senior Risk, Credit, Finance and Settlements professionals.
- to make a strong contribution to bank-wide projects in the area of front-office systems.

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- TRIARCH
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You will be...

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- flexible, resourceful and comfortable working in a rapidly changing, greenfield etc.
- looking for a demanding role which will give you the opportunity to shape your career and impact directly on business performance.

For further information, contact: Kevin Davy, quoting reference BGP178, on +44 (0) 171 287 7444. Alternatively, send your CV to: McGregor Boyall Associates, 114 Middlesex Street, London E1 7JH. Fax: +44 (0) 171 287 7475. e-mail: info@mcgregor-boyall.co.uk

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FINANCIAL TIMES

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CURRENCIES AND MONEY

MARKETS REPORT

Rand lower but stable after government split

By Graham Bowley

The South African rand weakened again yesterday after Mr F W de Klerk, the deputy president, announced the National Party's withdrawal from the government coalition.

The Spanish peseta fell after Mr Rodrigo Rato, the economy minister, raised concerns about Spain's ability to join the European monetary union.

The D-Mark's revival continued amid growing optimism about the strength of the German economy.

The dollar came under some pressure late in the European session, particularly against the yen, despite earlier rumours of Bank of England intervention on behalf of the

Bank of Japan to support the US currency. The dollar closed in London at Y104.7450, off Y105.23. Against the D-Mark, it finished at DM1.5168, from DM1.5153.

Starting had another good day, remaining firm against the dollar and the D-Mark. It finished at DM2.3103, from DM2.3019. Against the dollar, it closed at \$1.6332, from \$1.6325.

The rand closed at R4.5025 against the dollar, from R4.4676.

The rand's troubles continued yesterday but analysts were confident that the worst was now probably over. It weakened against the dollar, but its fall was significantly smaller than Wednesday's decline which had come in

anticipation of Mr De Klerk's announcement. Mr David Bloom, an economist at HSBC James Capel in London, said: "Although sentiment is pretty poor we have seen the biggest chunk of the sell off." But he said there might be further nervousness in currency markets ahead of delayed local elections.

He calculated that 68 per cent of investment flows into South Africa last year were in the form of short-term portfolio flows, or "hot money", rather than long-term investment flows. "The problem with that is that it runs as quickly as it arrives," he said.

The rand fell about 9 per cent last month despite the reserve bank spending more than R2bn to support the currency. There is now growing concern about the bank's low levels of reserves, amid speculation yesterday that the authorities might raise interest rates as soon as today to defend the currency.

Recent signs of incipient strength in the German economy appears to be causing a change of view on the D-Mark, which gathered further upward momentum yesterday - at the expense of the more peripheral European currencies.

Mr Kit Juckes, at NatWest Markets in London, said: "A lot of positions this year are based on German economic weak-

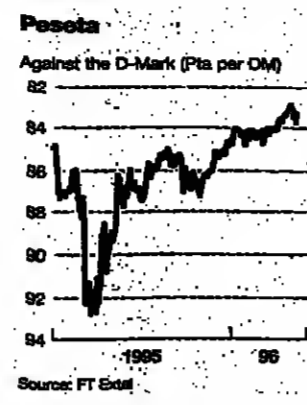
ness. But monetary policy is now very easy and it is only a matter of time before the economy surprises with growth."

Signs of D-Mark resurgence appears also to be casting some doubt on the start date of Emm. The D-Mark's weakness earlier this year relieved pressure on other countries, allowing them to cut interest rates and supporting the push towards Emm by 1998. But stronger growth in Germany throws into question further interest rate easings across Europe.

The Spanish peseta was the biggest casualty yesterday - its decline exacerbated by Mr Rato's comments - following declines in the Swedish krona on Wednesday.

Mr Mark Cliffe, economist at HSBC Markets in London, said the economy minister's remarks were "an indication that they really believe they're going to find it tough to reach the starting line by 1999."

Mr Juckes said the comments also fuelled fears that



Source: FT Spot

Spain might resort to competitive devaluation if the peseta were left out of the single currency. "That is why people have been having doubts about Spanish assets today."

Mr Kay High, analyst at Deutsche Morgan Grenfell in London, said attention in Europe was now on the German repo rate. He said expectations that it would fall to around 3 per cent from its current 3.5 per cent might be confounded if the economy continued to strengthen. This in turn would support the D-Mark.

The Bulgarian lev stabilised after the central bank raised interest rates to 108 per cent from 67 per cent to prop up the currency.

Other currencies: The pound sterling was steady at 1.5168 against the dollar. The Swiss franc was at 1.6332 against the dollar. The Japanese yen was at 104.7450 against the dollar.

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Table with columns: May 9, Closing mid-point, Change on day, Bid/offer spread, Day's high/low, One month rate, Three months rate, One year rate, Bank of England index. Rows include Europe, Americas, Asia, and various regional currencies.

Table with columns: May 9, Closing mid-point, Change on day, Bid/offer spread, Day's high/low, One month rate, Three months rate, One year rate, J.P. Morgan index. Rows include Europe, Americas, Asia, and various regional currencies.

Table with columns: May 9, Bid, Ask, DM, SF, FF, L, H, Mkr, Es, Pta, Skr, Ffr, E, Cs, S, Y, Esc. Rows include Belgium, Denmark, Germany, France, Greece, Ireland, Italy, Luxembourg, Netherlands, Norway, Portugal, Spain, Sweden, Switzerland, UK, USA, and various regional currencies.

Table with columns: Jun, Sep, Dec, Open, Latest, Change, High, Low, Est. vol, Open Int. Rows include D-Mark futures, Swiss franc futures, and Euro futures.

Table with columns: May 9, Over-night, 7 days notice, One month, Three months, Six months, One year. Rows include Interbank Sterling, Sterling Cdn, Treasury Bills, Bank Bills, Local authority debts, Discount market debts.

Table with columns: Jun, Sep, Dec, Open, Latest, Change, High, Low, Est. vol, Open Int. Rows include 3-month sterling futures, 6-month sterling futures, and 9-month sterling futures.

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WORLD INTEREST RATES

Table with columns: Money Rates, May 9, Over-night, One month, Three months, Six months, One year, Lomb. rate, De. rate, Repo rate. Rows include Belgium, France, Germany, Italy, Netherlands, Switzerland, US, and various regional currencies.

Table with columns: Euro Currency Interest Rates, May 9, Short term, 7 days notice, One month, Three months, Six months, One year. Rows include Belgium, Denmark, D-Mark, Dutch Guilder, French Franc, Portuguese Esc, Spanish Peseta, Sterling, Swiss Franc, Yen, and various regional currencies.

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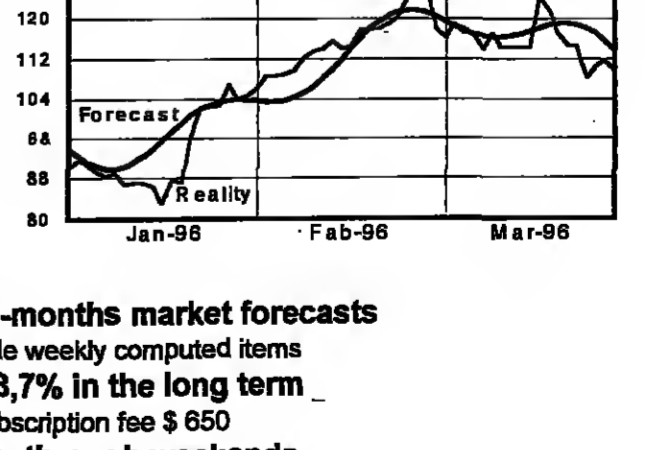
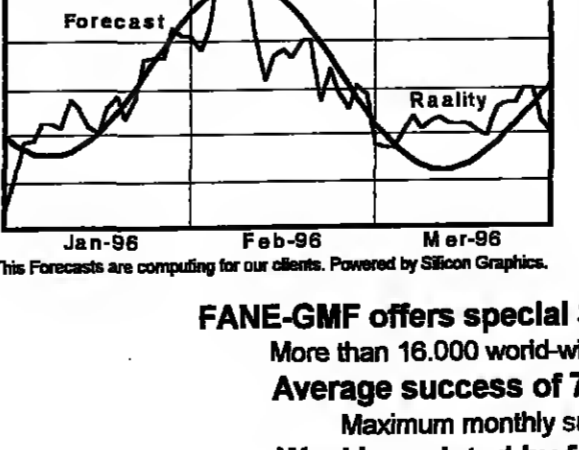
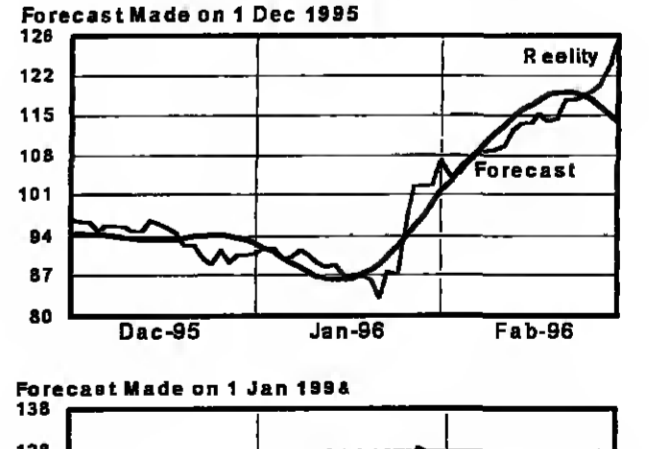
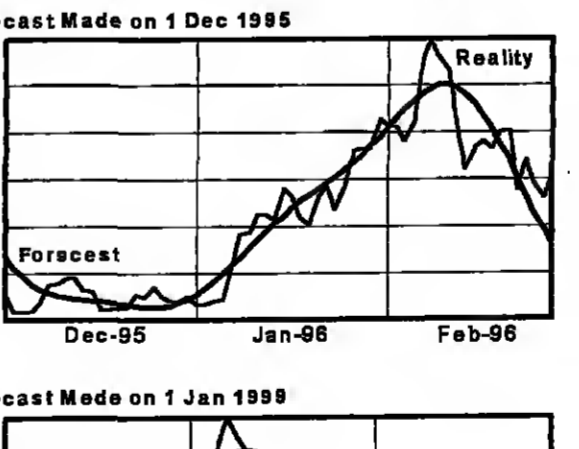
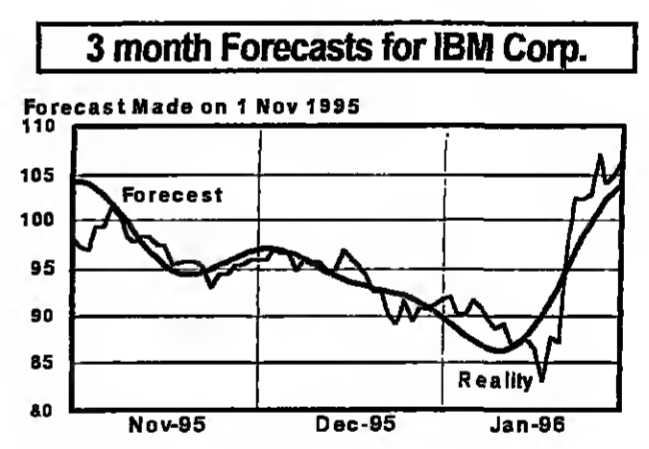
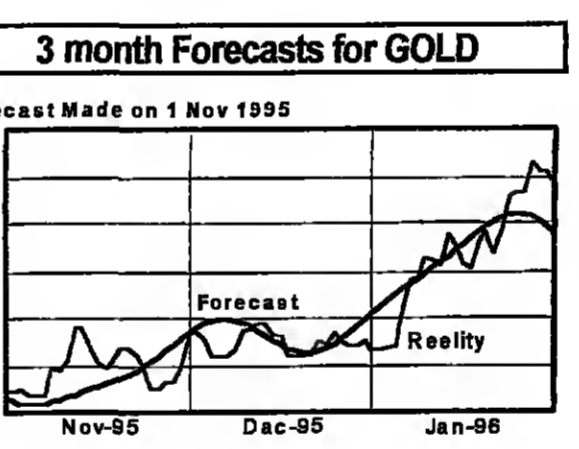
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For Your Strategic Investment Exclusive Forecasting Service



FANE-GMF offers special 3-months market forecasts. More than 16,000 world-wide weekly computed items. Average success of 78.7% in the long term. Maximum monthly subscription fee \$650. Weekly updated by fax through weekends. This forecasting service covers items from: AMEX, NYSE, London ISE-SEAQ, Frankfurt Stock Exchange, World Indices, World Energy, Foreign Exchange, London Commodities Exchange, LME, IPE, COMEX, NYC, NYMEX, NYME, IMM, LIFFE, MATIF, CBOT, Sydney Stock Exchange, Brussels Stock Exchange, Montreal Stock Exchange, Toronto Stock Exchange, Prague Stock Exchange, Copenhagen Stock Exchange, Helsinki Stock Exchange, Paris Bourse, Hong Kong Stock Exchange, Rome Stock Exchange, Tokyo Stock Exchange, Amsterdam Stock Exchange, Oslo Stock Exchange, Stockholm Stock Exchange, Zurich Stock Exchange, etc. FANE-GMF, K LIBUSI 437/40, PRAGUE 4, 148 00 CZECH REP. TEL/FAX +42 2 643 6244.

LONDON SHARE SERVICE

ALCOHOLIC BEVERAGES

Table listing companies in the Alcoholic Beverages sector with columns for company name, price, and change.

BANKS, MERCHANT

Table listing companies in the Banks, Merchant sector with columns for company name, price, and change.

BANKS, RETAIL

Table listing companies in the Banks, Retail sector with columns for company name, price, and change.

BREWERIES, PUBS & REST

Table listing companies in the Breweries, Pubs & Rest sector with columns for company name, price, and change.

BUILDING & CONSTRUCTION

Table listing companies in the Building & Construction sector with columns for company name, price, and change.

BUILDING MATS. & MERCHANTS

Table listing companies in the Building Mats. & Merchants sector with columns for company name, price, and change.

CHEMICALS

Table listing companies in the Chemicals sector with columns for company name, price, and change.

DIVERSIFIED INDUSTRIALS

Table listing companies in the Diversified Industrials sector with columns for company name, price, and change.

ELECTRICITY

Table listing companies in the Electricity sector with columns for company name, price, and change.

ELECTRONIC & ELECTRICAL EQPT

Table listing companies in the Electronic & Electrical Eqpt sector with columns for company name, price, and change.

ENGINEERING, VEHICLES

Table listing companies in the Engineering, Vehicles sector with columns for company name, price, and change.

EXTRACTIVE INDUSTRIES

Table listing companies in the Extractive Industries sector with columns for company name, price, and change.

ELECTRONIC & ELECTRICAL EQPT - Cont.

Continuation of Electronic & Electrical Eqpt sector table.

ENGINEERING

Table listing companies in the Engineering sector with columns for company name, price, and change.

EXTRACTIVE INDUSTRIES - Cont.

Continuation of Extractive Industries sector table.

ENGINEERING - Cont.

Continuation of Engineering sector table.

FOOD PRODUCERS

Table listing companies in the Food Producers sector with columns for company name, price, and change.

GAS DISTRIBUTION

Table listing companies in the Gas Distribution sector with columns for company name, price, and change.

HEALTH CARE

Table listing companies in the Health Care sector with columns for company name, price, and change.

HOUSEHOLD GOODS

Table listing companies in the Household Goods sector with columns for company name, price, and change.

INSURANCE

Table listing companies in the Insurance sector with columns for company name, price, and change.

INVESTMENT TRUSTS

Table listing companies in the Investment Trusts sector with columns for company name, price, and change.

INVESTMENT TRUSTS SPLIT CAPITAL

Table listing companies in the Investment Trusts Split Capital sector with columns for company name, price, and change.

HEALTH CARE - Cont.

Continuation of Health Care sector table.

HOUSEHOLD GOODS

Table listing companies in the Household Goods sector with columns for company name, price, and change.

INSURANCE

Table listing companies in the Insurance sector with columns for company name, price, and change.

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Advertisement for Hewlett-Packard featuring the HP logo, the text 'HEWLETT PACKARD Print leader, performance servers, managed desktops.', and 'Computacenter'.

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LONDON SHARE SERVICE

HW TRUSTS SPLIT CAPITAL - Cont.

Table listing various trusts and their financial details, including names like 'The British Trust for Africa' and 'The British Trust for International Development'.

LEISURE & HOTELS - Cont.

Table listing leisure and hotel companies such as 'The Rank Group' and 'The Travel Corporation'.

OTHER FINANCIAL - Cont.

Table listing other financial institutions and services.

PROPERTY - Cont.

Table listing property-related companies and services.

SUPPORT SERVICES - Cont.

Table listing support service companies.

AM - Cont.

Table listing American companies.

OTHER INVESTMENT TRUSTS

Table listing other investment trusts and their performance.

LIFE ASSURANCE

Table listing life assurance companies.

PAPER, PACKAGING & PRINTING

Table listing paper, packaging, and printing companies.

RETAILERS, FOOD

Table listing food retailers.

TELECOMMUNICATIONS

Table listing telecommunications companies.

AMERICANS

Table listing American companies.

LEISURE & HOTELS

Table listing leisure and hotel companies.

MEDIA

Table listing media companies.

PHARMACEUTICALS

Table listing pharmaceutical companies.

RETAILERS, GENERAL

Table listing general retailers.

TEXTILES & APPAREL

Table listing textiles and apparel companies.

CANADIANS

Table listing Canadian companies.

Advertisement for Templeton investment services, featuring the 'Ugly Duckling' metaphor and contact information for 0800 27 27 28.

PHARMACEUTICALS - Cont.

Continuation of pharmaceutical companies table.

RETAILERS, GENERAL - Cont.

Continuation of general retailers table.

TOBACCO

Table listing tobacco companies.

SOUTH AFRICANS

Table listing South African companies.

INVESTMENT COMPANIES

Table listing investment companies.

OIL EXPLORATION & PRODUCTION

Table listing oil exploration and production companies.

PROPERTY

Table listing property companies.

SUPPORT SERVICES

Table listing support service companies.

WATER

Table listing water utility companies.

GUIDE TO LONDON SHARE SERVICE

Guide to London Share Service, explaining the service and providing contact information.

OTHER FINANCIAL

Table listing other financial institutions.

OIL, INTEGRATED

Table listing integrated oil companies.

PROPERTY

Table listing property companies.

SUPPORT SERVICES

Table listing support service companies.

WATER

Table listing water utility companies.

AMERICANS

Table listing American companies.

LEISURE & HOTELS

Table listing leisure and hotel companies.

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Table listing general retailers.

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Table listing textiles and apparel companies.

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Table listing Canadian companies.

Additional text at the bottom of the page, including a small advertisement for 'an ty' and 'Shares'.

FT MANAGED FUNDS SERVICE

FT Cityline Unit Trust Prices are available over the telephone. Call the FT Cityline Help Desk on (+44 171) 878 4376 for more details.

OFFSHORE AND OVERSEAS

BERMUDA (SIB RECOGNISED)

Table listing various offshore funds under the Bermuda (SIB RECOGNISED) category, including fund names, managers, and prices.

BERMUDA (REGULATED)**

Table listing various offshore funds under the Bermuda (REGULATED)** category.

GUERNSEY (SIB RECOGNISED)

Table listing various offshore funds under the Guernsey (SIB RECOGNISED) category.

GUERNSEY (REGULATED)**

Table listing various offshore funds under the Guernsey (REGULATED)** category.

IRELAND (SIB RECOGNISED)

Table listing various offshore funds under the Ireland (SIB RECOGNISED) category.

IRELAND (REGULATED)**

Table listing various offshore funds under the Ireland (REGULATED)** category.

ROYAL BANK OF CANADA G/S FUND MGRS LTD - Contd.

Table listing funds managed by Royal Bank of Canada G/S Fund Mgrs Ltd.

GUERNSEY (REGULATED)**

Table listing funds under the Guernsey (REGULATED)** category.

IRELAND (SIB RECOGNISED)

Table listing funds under the Ireland (SIB RECOGNISED) category.

IRELAND (REGULATED)**

Table listing funds under the Ireland (REGULATED)** category.

ISLE OF MAN (SIB RECOGNISED)

Table listing funds under the Isle of Man (SIB RECOGNISED) category.

ISLE OF MAN (REGULATED)**

Table listing funds under the Isle of Man (REGULATED)** category.

ROYAL BANK OF CANADA G/S FUND MGRS LTD - Contd.

Table listing funds managed by Royal Bank of Canada G/S Fund Mgrs Ltd.

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ISLE OF MAN (REGULATED)**

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DELTA STORAGE FUND MGRS IRELAND LTD

Table listing funds managed by Delta Storage Fund Mgrs Ireland Ltd.

GUERNSEY (REGULATED)**

Table listing funds under the Guernsey (REGULATED)** category.

IRELAND (SIB RECOGNISED)

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FT MANAGED FUNDS SERVICE

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Table of fund data including columns for fund name, price, and change. Includes sections for 'Credit Investment Funds - Contd.' and 'Credit Commercial & Finance'.

Table of fund data including columns for fund name, price, and change. Includes sections for 'Merrill Lynch Asset Management - Contd.' and 'Merrill Lynch International'.

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OTHER OFFSHORE FUNDS

OFFSHORE INSURANCES

Table of offshore insurance data including columns for fund name, price, and change.

MANAGED FUNDS NOTES: Detailed notes regarding fund management, including information on unit trusts, offshore funds, and investment strategies.

Handwritten scribble at the top center of the page.

WORLD STOCK MARKETS

Table of world stock markets including sections for EUROPE, GREECE, ITALY, POLAND, PORTUGAL, SWITZERLAND, and TURKEY. Each section lists various stocks with their respective prices and changes.

Table for CZECH REP (May 9 / Koruna) listing stock prices and changes for various companies.

Table for DENMARK (May 9 / Kr) listing stock prices and changes for various companies.

Table for FINLAND (May 9 / Mark) listing stock prices and changes for various companies.

Table for FRANCE (May 9 / Ffr) listing stock prices and changes for various companies.

Table for GERMANY (May 9 / DM) listing stock prices and changes for various companies.

Advertisement for Rockwell, featuring the text: 'Rockwell, builder of the space shuttle, also makes the majority of the fax and data modems in the world'.

Table for SPAIN (May 9 / Ptas) listing stock prices and changes for various companies.

Table for JAPAN (May 9 / Yen) listing stock prices and changes for various companies.

Table for KOREA (May 9 / Won) listing stock prices and changes for various companies.

Table for NEW ZEALAND (May 9 / NZ\$) listing stock prices and changes for various companies.

Table for SINGAPORE (May 9 / S\$) listing stock prices and changes for various companies.

Table for THAILAND (May 9 / Baht) listing stock prices and changes for various companies.

Table for HONG KONG (May 9 / HK\$) listing stock prices and changes for various companies.

Table for AUSTRALIA (May 9 / A\$) listing stock prices and changes for various companies.

Table for INDONESIA (May 9 / Rupiah) listing stock prices and changes for various companies.

Table for MALAYSIA (May 9 / MYR) listing stock prices and changes for various companies.

Table for NEW ZEALAND (May 9 / NZ\$) listing stock prices and changes for various companies.

Table for SINGAPORE (May 9 / S\$) listing stock prices and changes for various companies.

Table for HONG KONG (May 9 / HK\$) listing stock prices and changes for various companies.

Table for AUSTRALIA (May 9 / A\$) listing stock prices and changes for various companies.

Table for SOUTH AFRICA (May 9 / Rand) listing stock prices and changes for various companies.

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Table for INDICES listing various market indices and their values.

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Table for NORTH AMERICA listing various North American market indices and their values.

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Footnote containing legal disclaimers and additional information regarding the data provided in the tables.

NEW YORK STOCK EXCHANGE PRICES

Main table of stock prices with columns for stock symbols, prices, and volume. Includes sub-sections for 'D', 'E', 'F', 'G', 'H', 'I', 'J', 'K', 'L', 'M', 'N', 'O', 'P', 'Q', 'R', 'S', 'T', 'U', 'V', 'W', 'X', 'Y', 'Z'.

Advertisement for Hewlett-Packard featuring the slogan 'Perfect synergy' and 'If the business decisions are yours, the computer system should be ours.' Includes the HP logo and website URL http://www.hp.com/go/computing.

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Continued on next page

NYSE PRICES

Table of NYSE stock prices including columns for stock name, price, change, and volume. Includes sub-sections for 'Continued from previous page', 'T', 'U', and 'X-Y-Z'.

NASDAQ NATIONAL MARKET

Table of NASDAQ National Market stock prices including columns for stock name, price, change, and volume. Includes sub-sections for 'Continued from previous page', 'I', 'M', 'N', 'O', 'P', 'Q', 'R', 'S', 'T', 'U', 'V', 'W', 'X', 'Y', 'Z', and 'D'.

AMEX PRICES

Table of AMEX stock prices including columns for stock name, price, change, and volume.

Advertisement for Turkey featuring the text 'Have your FT hand delivered in Turkey' and 'Financial Times: World Business Newspaper'.

AMERICA

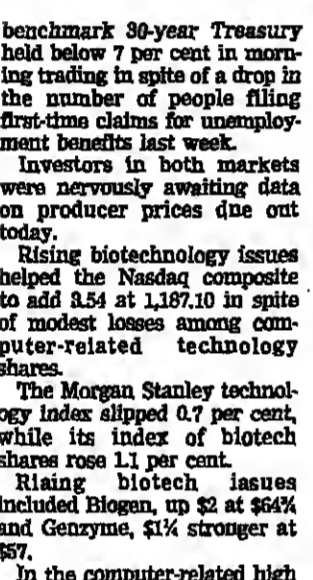
Dow higher despite bond price decline

Wall Street

US share prices posted modest gains in midweek trading yesterday as long-term interest rates hovered near 7 per cent, writes Lisa Branstetter in New York.

At 1 pm, the Dow Jones Industrial Average was 13.01 higher at 5,497.07, the Standard & Poor's 500 rose 0.74 to 645.52 and the American Stock Exchange composite gained 1.81 at 586.45.

Bonds gave back some of the sharp gains made on Wednesday, but the yield on the



benchmark 30-year Treasury held below 7 per cent in morning trading in spite of a drop in the number of people filing first-time claims for unemployment benefits last week.

Investors in both markets were nervously awaiting data on producer prices due out today.

Rising biotechnology issues helped the Nasdaq composite to add 2.54 at 1,187.10 in spite of modest losses among computer-related technology shares.

The Morgan Stanley technology index slipped 0.7 per cent, while its index of biotech shares rose 1.1 per cent.

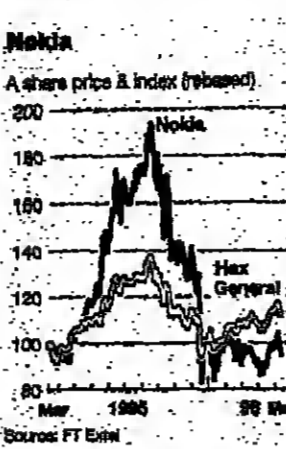
Rising biotech issues included Biogen, up 2 at \$54, and Genzyme, 1 1/4 stronger at \$57.

In the computer-related high

EUROPE

Nokia disappointment spills over into Ericsson

A 6.1 per cent plunge in the shares of Nokia, after the company reported sharply lower first quarter pre-tax profits, pulled HELSINKI down, and the disappointment spilled over into Ericsson, which contributed to a weak performance in STOCKHOLM.



had grown by 50 per cent and its sales by 75 per cent. This might indicate a switch in the market share being won by Ericsson, or suggest that that Nokia was succumbing to pricing pressure.

Nokia dropped FM10.80 to FM16 in heavy turnover of FM588m after the company said that first quarter profit had dropped to FM588m from FM1.35bn during the same period last year.

The figures were in contrast to Ericsson's better than expected result, reported on Wednesday, which had spurred the shares higher in a falling market.

Mr Lars Larsen at Unibank Securities said there appeared to be discrepancies in the reports from Nokia and Ericsson on the state of the mobile telephones market.

Stockholm's Affarsvarden general index eased 1.9 to 1,945.2 as a 1.9 per cent jump in the financial sector was erased by a mixed bag of results.

Turnover rose from DM7.7bn to DM8.2bn. Dealers said that investors were nervous, and more active in second lines where Depfa Bank climbed DM4 to DM57 on its forecast of a double-digit gain in 1996 group operating profits.

PARIS liked mergers, but steered clear of potential scandals as the CAC-40 index rose 1.67 to 3,056.41 in turnover of FF4.1bn.

FRANKFURT recovered as Wall Street retained its overnight gains, the Dax index rising 13.79 to an all-time high of 2,470.57.

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Shipping shares helped other Nordic markets, a sector rise of nearly 1 per cent leaving the OSLO total index up 3.24 at 813.49 with Bergesen A up NKr9.50 at NKr130.50; but COPENHAGEN's gains in the AP Moller twins, D/S 1912 B rising DKK5.00 to DKK10.00 and D/S Svendborg by DKK-2.00 to DKK18.00, were less effective: the KFX index fell 0.40 to 113.75.

AMSTERDAM featured first quarter profits well above expectations at Royal Dutch and the oil company shot up by F11.40, or 4.8 per cent to F1249.10, taking the AEX index up 4.09 to 555.55.

In spite of the Nokia figures, Philips recovered from early pressure to close unchanged at F10.44, and Dutch PTT, the post and telecoms group, rose F12.10 to F1 65.50 on institutional buying after re-labelling its forecast of further turnover and profits growth in 1996.

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FT-SE Actuaries Share Indices

Table with columns for May 9, May 8, May 7, May 6, May 5, May 4, May 3, May 2, May 1. Rows include FT-SE 100, FT-SE 250, FT-SE 500, and FT-SE 1000.

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ASIA PACIFIC

Long-term rates worries prompt 1.5% fall in Nikkei

Tokyo

Heightening expectations of a rise in long-term interest rates hit the futures market and the Nikkei average fell 1.5 per cent on technical selling, writes Emilio Terazono in Tokyo.

The 225 index fell 316.73 to 21,411.88 after trading between 21,288.33 and 21,744.57. Profit taking on the futures market prompted arbitrage unwinding, depressing the underlying cash market.

The dollar's decline below Y106 added to the pessimism in the afternoon, but equities recovered some of their losses on bargain hunting by domestic investors.

Individual investors were busy in speculative favourites. Sakai Heavy Industries, the most active issue of the day, rose Y20 to Y1,610 and Nagasaki Y6 to Y745.

Large capital steels fell with Nippon Steel down Y4 to Y370 and NKK losing Y9 to Y315.

Export-related issues were affected by the yen. Electricals

lost ground with Hitachi down Y30 to Y1,050 and Omron losing Y120 to Y2,150. Car stocks saw Toyota and Isuzu both losing Y10, to Y2,800 and Y582 respectively.

In Osaka, the OSE average fell 181.90 to 23,128.41 in volume of 69.5m shares.

The composite index ended 17.61 or 1.3 per cent lower at 568.14 after the finance ministry said that it would allow up to Won2,500bn of new share supplies in the July-September period.

Samsung Electronics lost Won5,900 to close limit down Won2,600 on worries that falling memory chip prices could damage its earnings.

Medison closed Won5,800 higher at its daily limit of Won10,000 on rumours that it was the target of a takeover bid by Samsung-GE Medical

Systems. Both companies denied the speculation.

HONG KONG reversed early gains to end moderately weaker on confusion over US interest rate trends and Sino-US trade frictions.

SEUL saw further profit-taking in blue chips and other large-capitalisation stocks, with the mood dampened by the Finance Ministry's announcement on Wednesday that it would allow increased new share supplies in the third quarter.

Reliance dropped Rs8 to Rs245.25, L & T Rs8 to Rs280, SBI up Rs8.5 to Rs371 and Teeco Rs7.25 to Rs220.

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Caracas extends its gains

Lower bond yields, a stable foreign exchange market, positive noises from the government on privatisation, and strong company results helped CARACAS extend its gains, the IBC index rising 77.35, or 2.1 per cent, to 3,838.07 after a 1.7 per cent gain on Wednesday.

Brokers had expected investors to switch out of bonds into stocks after Wednesday's TSEM auction which saw yields slip to a range of 53 to 58 per cent from 58 to 61 per cent a week earlier.

MEXICO CITY, too, gained further ground, encouraging trade figures and ascending US stocks taking the IPC index up by 15.74 to 3,210.16 in mid-morning.

BUENOS AIRES, which staged a 1.8 per cent rise on Wednesday, taking its gains on the week to 3.9 per cent, held its ground with the Merval index up another 1.05 to 572.02 in mid-session. There was talk of a Brady debt buy-back plan.

Dealers said that the sell-off in industrial shares was driven equally by local institutions and foreigners. They added that rumours of a bank rate hike of between 1 per cent and 2 per cent heightened the nervous state of the market.

S Africa again pressured

Johannesburg's industrial shares were sharply lower for a second consecutive day as a second round of political turmoil and road weakness dragged the index down by another 2.3 per cent.

The slide came after the National Party ended two days of speculation with its announcement that it was withdrawing from the government of national unity on June 30.

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Advertisement for WestMerchant International Investment Banking, featuring a large image of a globe and contact information for various global offices.

City is urged to prepare for Emu

By Gillian Tett and James Blitz

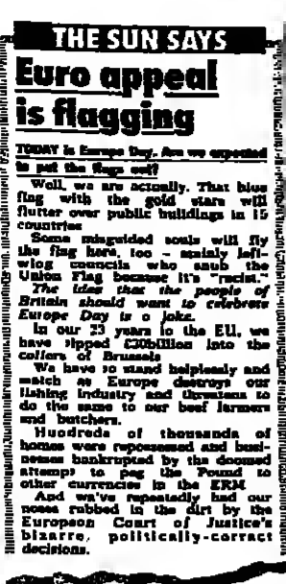
The Bank of England, the UK central bank, is to launch a campaign today to persuade the City of London to speed up its preparations for a single European currency.

A detailed document is to be circulated among City institutions, appealing out for the first time how a big overhaul of the UK's financial and legal systems will be needed ahead of the creation of a single currency.

The long-awaited document will reveal that some of London's financial institutions are already preparing to change their systems ready for European Monetary Union (Emu). The big banks have agreed to set up parallel payments systems later this decade to handle accounts in euros irrespective of whether the UK stays outside Emu. This would operate alongside the current payments system, known as CHAPS, which is denominated in sterling.

These preparations for Emu are likely to irritate Eurosceptic politicians, not least because Mr Eddie George, governor of the Bank of England, indicated this week that he was increasingly doubtful about the wisdom of proceeding with Emu. But the Bank insists that the City will need to prepare for the impact of a single currency on the UK.

The Bank insists that if Emu does go ahead in 1999, as



The press marks Europe Day: some of Britain's top-selling newspapers found little to celebrate. The Union Flag mentioned in The Sun is the UK national flag often known as the Union Jack

planned then it will have significant implications for most financial institutions. The document is releasing to the City today represents a detailed policy paper drawn up by Bank officials, following the release of a draft document to the Treasury Select Committee earlier this week.

The document indicates that big banks have already agreed to introduce parallel payment systems in euros and sterling, if the UK stays outside Emu.

The details of this system, and the likely costs, will emerge over the summer. Elsewhere, the document highlights the legal issues thrown up around trading contracts, and the access that UK-based banks will have to the European payments system, as two key areas for action.

For the moment, the area of the City with which the Bank is most immediately concerned is the question of wholesale banking - and the issue of payments and settlements.

If the UK opts in to a single currency, then it will need to change its payments system in line with the rest of Europe to accommodate the Euro. However, if it opts out then it will need to ensure that its present payments systems not

only have the ability to handle the Euro, as a foreign currency, but also a way of interconnecting into the payments systems used in the EMU area.

The main way that the Bank envisages this will happen is through Target - the name of the new payments system which will be used across Europe under Emu.

But how Target will work is an issue that is still being thrashed out at the European Monetary Institute (EMI) in Frankfurt, and likely to prove very sensitive in the months ahead. In particular, there is a residual fear among some banking observers that UK banks will face subtle discrimination in the new system, particularly if relations with mainland Europe worsen.

The Bank itself attempts to downplay these fears and insists that it will act as a conduit itself, linking UK based commercial banks to Target.

Commissioner warns of risk of shunning euro

By Gillian Tett and James Blitz

A prominent European Commission member yesterday bluntly told the UK government that Europe intended to create a single currency whether or not the UK intended to join.

Speaking on his first major visit to London since acquiring his post, Mr Yves-Thibault de Siguy, the European Union Monetary Affairs Commissioner, warned UK officials that they could lose significant political influence to France and Germany if sterling stayed outside the process of European monetary union.

Mr de Siguy denied that he was seeking to bully the UK into participating in European Monetary Union. But as Mr John Major's government comes under continuing pressure from its own Conservative party members to rule out sterling's participation, Mr de Siguy said the UK would "lose influence" if it did not take part in practical preparations for the project.

"The UK would probably have a greater influence in the practical preparations if it were more fully committed to the project," he said. "This point is increasingly under-

stood in the City [of London]." He added: "Politically, if the UK stays on the sidelines, there is a greater danger of France and Germany getting ahead of the pack."

Although Mr de Siguy acknowledged that slower growth had recently made it harder for some EU countries to meet the Maastricht criteria - particularly the requirement that debt be below 3 per cent of gross domestic product, he insisted that the goals were still feasible.

"My message is that the single currency is well on track - Europe will have the euro on 1 January 1999," he said. "The single currency is not a goal in itself," the commissioner explained. "It is a vital tool to ensure our future prosperity and our competitive position in the world. It is the inevitable complement to the single market. It is a central part of the fight against unemployment."

He insisted that the euro would simplify the daily lives of consumers. "Its solid anti-inflationary foundations will bring greater certainty and lower costs for companies. Monetary union will create a sound economic framework in which growth and job-creation are easier."

Rules on share issues are attacked

By David Wighton and Norma Cohen

Business leaders are mounting an unprecedented campaign to persuade City of London investment institutions to relax the rules limiting companies' freedom to raise money from share issues.

The move is believed to have the support of the UK Treasury, which is concerned the restrictions increase the cost of capital to companies compared with international competitors.

A Confederation of British Industry committee has asked institutions to consider raising the ceiling on the number of shares companies can issue for cash without recourse to existing shareholders.

This would require a relaxation of "pre-emption rights", which many institutions regard as sacrosanct. But Mr John Mayo, finance director of Zameca and a member of the CBI companies committee, insists the move is "not a crusade against pre-emption rights per se. The companies committee has initiated a sensible discussion about the evolution of the equity market to ensure that British industry has access to capital at the lowest long-term rates."

Under the current rules, companies wanting to raise cash by issuing more than 5 per cent of their shares in any year must offer them first to existing investors. This usually involves selling the shares at a discount through a rights issue. Many large companies would like the ceiling to be raised. This would allow them to do larger "bought deals" where investment banks compete to buy new shares which they then sell to the highest bidders.

Mercury Asset Management, the UK's largest fund management company, said: "We believe that pre-emption rights are a fundamental protection for shareholders as owners of a company providing protection against involuntary dilution."

The 'mad cow' crisis 'So far it has never been clear from one day to the next how the British government will respond'

Slow strategy to end the export ban begins to take shape

By Caroline Southey in Brussels

Senior politicians in Brussels and Britain are quietly edging closer to an agreed strategy to end the crisis in the European Union's beef market caused by BSE, or "mad cow disease". Nearly two months after the deadlock began, the European Commission has outlined a mechanism which could lead to the phased removal of the ban on British beef and beef products.

The strategy involves identifying areas, or products, which can be deemed safe from BSE if certain steps are taken; inviting Britain to implement them; and then lifting the ban once the measures are in place.

Sharp differences over the European Union ban on UK beef exports emerged yesterday between Mr Michael Heseltine, deputy prime minister, and Mr Michael Forsyth, Scottish secretary. FT Reporters write from Aberdeen. While Mr Forsyth used some of the strongest language yet by any cabinet minister to accuse the EU of engaging in the

"cynical elimination" of the UK beef industry, Mr Heseltine avoided any criticism of European institutions. Mr Heseltine reminded the Scottish conference of the governing Conservative party that many countries had banned British beef several years before the EU decision. The problem, he said, was immensely difficult, but "the solution we need to find must be a European one."

Earlier, Mr Forsyth, a noted Eurosceptic, told delegates to loud applause: "What we are witnessing now is the cynical elimination of a formidable competitor in the European beef market. We don't believe this has anything to do with health."

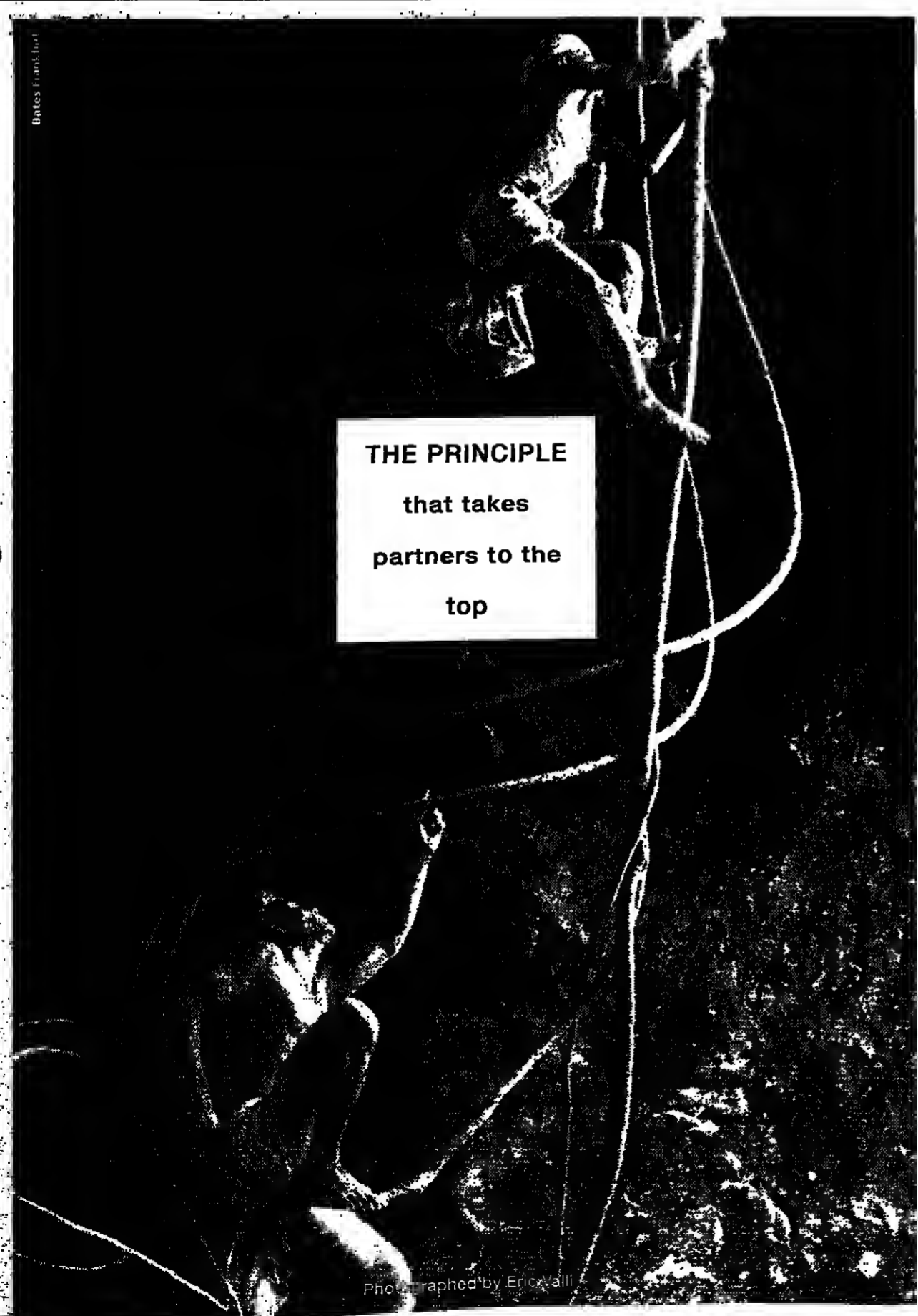
that Britain has given a sign that it will go down this path gives us a little more margin for manoeuvre," an EU official said. But there are obstacles, of which the two most obvious are strong opposition from other EU countries to any easing of

the embargo and the unpredictable nature of the British government's reactions. EU officials point out that the two responses are interlinked. That is because the reluctance of some member states to yield on the ban has been fuelled by signs that the British government is equivocal about tackling consumer fears.

"The strategy will only work if both sides accept the terms of the arrangement," an EU diplomat said. "But so far it has never been clear from one day to the next how the British government will respond. It appears to depend on who has the upper hand in the cabinet at any given moment: the anti-Europeans

or the vociferously anti-Europeans." Some member states, notably Germany, have remained inflexible on the ban. "They simply will not agree to easing the ban if they have any doubts it could affect their hypersensitive consumers," a diplomat said.

EU officials point out that part of the blame for member states' intransigence arises from the British government's failure to eradicate BSE over the past 10 years. "The British record is not great," the EU diplomat said. "What angers some member states is that they have faced the agony of disease eradication, including lengthy embargoes and mass slaughter. They see no reason why Britain should get off any lighter."



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BBC reveals cost-cutting digital plans

By Raymond Snoddy, in London

The BBC intends to use digital technology's cheaper transmission costs to save up to 20 per cent of its £1.8bn (\$2.7bn) annual budget which will enable it to launch new services, such as a 24-hour television news channel in the UK.

But Mr John Birt, director-general of the BBC, yesterday also warned that "another step change in the efficiency of the BBC" was needed if the corporation was to enter the world of digital multi-channel television and compete with a licence fee that was likely to remain flat in real terms. The BBC is financed by the state through annual licences which all users of television sets are required to buy.

Mr Birt estimated that savings of between 15 and 20 per cent might be possible through a fundamental reappraisal of all programme-making, business and administration processes in the corporation.

The saving could amount to a "couple of hundred million pounds" and be returned to viewers in the form of a "digital dividend" - new services that could be provided to all viewers and listeners without any extra charge.

The BBC was setting out its vision for the next 10 years of broadcasting a few days after British Sky Broadcasting announced that it planned to launch digital satellite television in the UK in autumn 1997 with the possibility of providing up to 500 channels. BSkyB is the satellite broadcaster in which Mr Rupert Murdoch's media conglomerate holds the highest stake.

The BBC will aim to make its new licence-fee-funded services available on all the new distribution systems - digital terrestrial, digital satellite, cable and later telecommunications networks.

The BBC intends to offer its channels in wide-screen format with CD-quality sound. Apart from a 24-hour news channel,

viewers will have access to more regional news and additional opportunities to see popular programmes. An optional video stream will offer complementary or alternative programmes.

In addition to enhanced services for licence payers, the BBC plans to develop a series of thematic channels, based partly on its vast programme library, which will be paid for by subscription.

The BBC emphasised that programmes would always be shown on the two main BBC channels first before they were shown on subscription channels and that the corporation had no plans to develop either a subscription sports channel or pay-per-view services.

The BBC believes digital technology will allow it to develop a full range of multi-media and on-line products and eventually programmes which can be ordered "on-demand", enabling viewers to call up a programme or a news bulletin they missed.

A similar expansion of services will be possible through BBC digital radio which began broadcasting in the London area last September.

The BBC's "best informed guess" is that by the year 2005 at least 50 per cent of all UK households will be receiving multi-channel digital services.

Despite the arrival of perhaps hundreds of television channels in the next few years, the corporation believes that in the year 2005 the existing main channels will retain 65 to 75 per cent of the television audience, themed specialist channels 15 to 25 per cent and on-demand services 5 to 10 per cent.

Apart from using digital technology to save money, the BBC sees scope for further partnerships with the private sector, will explore using the government's Private Finance Initiative, and seek "a borrowing regime for our trading activities which is more in line with the practices of the marketplace".

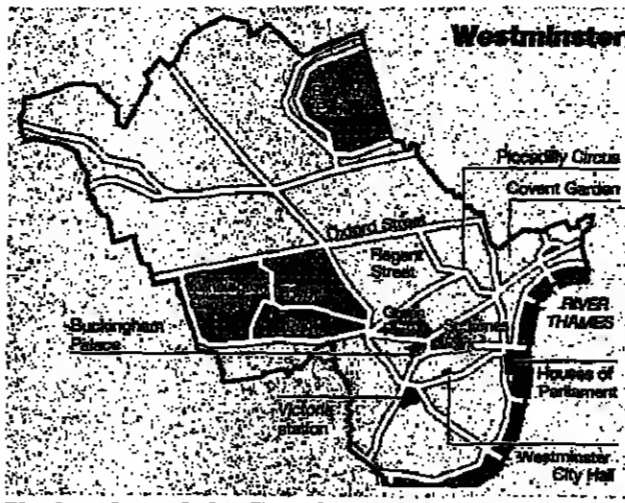
Auditor says Tories in rich district were guilty of 'gerrymandering' Councillors were 'disgraceful'

By Alan Pike, John Authers and George Parker

Dame Shirley Porter, the wealthy former leader of Westminster City Council, will go to the High Court in London in an attempt to avoid having to repay up to £21.87m (\$48m) after being found guilty of wilful misconduct.

Mr John Magill, the auditor who investigated allegations of a homes-for-votes policy in the district, found yesterday that Dame Shirley and others had engaged in gerrymandering - a "disgraceful and improper purpose". He said their aim had been to increase the chances of the governing Conservative party retaining control of Westminster in the 1990 council elections.

The auditor's findings are particularly sensitive for the government because Westminster has frequently been paraded by ministers as a flagship Conservative council. The area of London administered by the council includes the Houses of Parliament and some of the capital's wealthiest and best-known quarters including Mayfair, Oxford



The boundary of the City of Westminster, the municipal authority which includes some of London's famous landmarks

Street and Piccadilly. The opposition Labour party described the findings as the "biggest single financial scandal in the history of local government" and demanded an

investigation to establish whether ministers knew what was happening at Westminster.

The six are jointly and severally liable for the surcharge and Dame Shirley, daughter of Sir Jack Cohen, founder of the Tesco store chain, is believed to be the only one with substantial financial means.

The report finds that the electoral advantage of the Conservative majority on the council was the "driving force" in a policy of deliberately attempting to target sales of housing to designated electorally marginal wards.

The logic was that owner-occupiers were more likely to vote for the Conservatives than homeless families who might otherwise have been offered the housing.

Syndicate auctions to be reformed

By Ralph Atkins, Insurance Correspondent

Lloyd's of London yesterday announced a reform of its system for auctioning places on syndicates at the insurance market, thus paving the way for many of the Names expected to leave this year to realise value for their holdings.

Previously, Names (individuals whose assets have traditionally supported Lloyd's) relied on their agents' personal contacts to obtain places on the best performing syndicates. But an increasing proportion of Lloyd's capital is being supplied by professional corporate investors, trading with limited liability. This has increased demand for protection of traditional Names' rights and for ways of pricing investment in the market.

Last year, \$246.2m (\$374.2m) of "underwriting capacity", or about 24 per cent of the market's total, was traded. Those wanting places on syndicates paid up to 14p per pound of

"capacity". Lloyd's hopes yesterday's changes will increase significantly the volume traded.

The number of auctions is being increased from four to eight, starting on July 11, and some fees are to be cut. A further boost should come from the implementation of Lloyd's recovery plan, due in August.

LLOYD'S

LLOYD'S OF LONDON A special auction will be held in September for those quitting allowing them to take advantage of the expected hike in prices which would follow the recovery plan's approval. This will benefit only those still trading at Lloyd's who hold places on insurance syndicates - and not the thousands of Names who have ceased active underwriting.

There will also be a "dead man's shoes" auction on November 28 for the places of deceased Names.

First listing of rail shares nears

By Charles Batchelor, Transport Correspondent

The London, Tilbury & Southend railway, a mainly commuter service, is set to become Britain's first publicly quoted train operating company for nearly 50 years. The flotation results from the privatisation of British Rail, the former national network.

Prism Rail, the company which was yesterday awarded a 15-year franchise to run the 100km line from London to the east coast, plans to list its shares on the Alternative Investment Market (AIM), which specialises in new companies, early next month.

This would make Prism the first specialist train operating company to make shares available since the railways were nationalised in 1947.

Prism is owned by the 11 directors and shareholders of four regional bus companies. The shareholders have put up some of their own money and

have also raised equity by means of a private placing with 22 City institutions.

Prism is to spend £14m (\$21.3m) on improving stations and plans to upgrade its trains totally by 1999. It will receive a subsidy of £29.5m in 1996-97, but the payments will then fall to £11.2m in 2010-11. LTR had turnover of £52m last year and employs 750 people.

Seven of the 25 train operating franchises have been sold while a further 13 have been put up for sale.

Former managers at British Rail's freight subsidiary are poised to acquire the loss-making company, which moves containers between sea ports and inland rail terminals.

Freightliner may face competition from Wisconsin Central Transportation, a US freight railroad company, which earlier this year took over BR's heavy haul freight operations, and has said it is considering moving into container handling.

UK NEWS DIGEST

Factory output declines further

Britain's manufacturing industry is technically back in recession because, in the first three months of the year, factory output recorded its second successive quarterly fall. Weak export markets and an unwanted build-up of unsold goods have persuaded many manufacturers to cut production and meet demand from the storeroom shelf. Output is now no higher than at its pre-recession peak in 1990. Nevertheless consumer spending and activity in the service sector both continue to rise. Today's latest distributive trades survey from the Confederation of British Industry shows almost three times as many retailers reporting a rise in sales over the past year as experiencing a fall. This is the biggest positive margin in more than two years.

Yet manufacturing continues to stagnate. The Office for National Statistics yesterday revised down its estimates of factory output in January and February and reported a rise in production of just 0.2 per cent between February and March. As a result factory output was 0.2 per cent lower in the first quarter of 1996 than in the final quarter of 1995.

Robert Chote, Economics Editor

Tunneling method cleared

The controversial New Austrian Tunneling Method (NATM), involved in a railway tunnel collapse under London's Heathrow airport in 1994, is safe to use if proper guidelines are followed, says an investigation by the Health and Safety Executive. A report into the collapse of the airport tunnel during the construction of the Heathrow Express Rail Link will be published separately. The new Austrian method involves spraying freshly excavated tunnels with concrete to provide temporary support until a permanent lining can be installed. It can be up to 25 per cent cheaper than traditional tunnel methods which install permanent linings as excavation progresses.

Andrew Taylor, Construction Correspondent

Auditors deplore loophole

Auditors are trying to prevent some of their client companies from exploiting a technical loophole in accounting rules which allows them to inflate profits by undervaluing shares given to executives. The companies want to give staff and executives free shares as part of their pay but to show only the nominal value of the benefit in the accounts rather than the real value of the shares. Most auditors think such methods fail to give shareholders a "true and fair view" of the company's finances, but it is understood that some companies may already have published such accounts.

"This is something that is being touted around by tax and pay experts and we need to hold the line," said a leading accountant in one of Britain's "Big Six" firms. "One or two may have slipped through the net already." Auditors struggling to stamp out the practice fear that if unchecked it could lead to much greater abuses. Experience in the US has shown that some companies are prepared to shift remuneration to free share options and show the cost in the accounts at the nominal value.

Jim Kelly, Accountancy Correspondent

Regulator fines fund manager

Imro, the fund management regulator, has punished a subsidiary of Britannia Building Society for delaying before it bought shares for clients of its personal equity plans. The £37,500 (\$57,000) fine imposed by Britannia Fund Managers is the second largest imposed by Imro this year and reflects the fact that clients suffered losses as a result of Britannia's administrative failings.

Nicholas Denton, Financial Staff

NOTICE OF REDEMPTION
Nacional Financiera, S.N.C., Trust Division
 as Trustee of the Nafin Finance Trust
Guaranteed Floating Rate Notes Due 1997
 CUSIP No. 629718-AA5*

NOTICE IS HEREBY GIVEN, pursuant to the Indenture dated as of December 15, 1992 under which the above described Notes were issued that Nacional Financiera, S.N.C., Trust Division, as Trustee of the Nafin Finance Trust will redeem on June 17, 1996, 30,388,031,790,555% of the Outstanding Principal Amount of the Notes, amounting to \$6,500,000.00 on a pro rata basis in accordance with their respective Outstanding Principal Amounts. The amount of principal to be paid with respect to each \$10,000 principal is \$235.00. On June 17, 1996, there will become due and payable on each Note the above amount, together with interest accrued to June 17, 1996. On and after such date interest will cease to accrue on the Notes (or portion thereof so redeemed).

Payment of the redemption amount plus accrued interest on Bearer Notes will be made upon presentation and surrender of the appropriate coupon to one of the Paying Agents listed below:

Citibank, N.A.
 334 The Strand
 London, WC2R 1HS
 England

Citibank (Luxembourg) S.A.
 16 Avenue Montee-Theresee
 Grand Duchy of Luxembourg
 Luxembourg

Citibank, N.A., as Note Trustee

May 10th, 1996

*This CUSIP number has been assigned by Standard & Poor's Corporation and is included solely for the convenience of the holders. Neither the Issuer nor the Note Trustee shall be responsible for the selection or use of the CUSIP number, nor is any representation made as to its correctness on the Notes or as indicated in this notice.

NOTICE
 As of January 1, 1993, withholding of 31% of gross proceeds of any interest payment made within the United States may be required by the Internal Revenue Code of 1986, as amended by the Energy Policy Act of 1992, unless the Payer Agent has the correct taxpayer identification number (social security or employer identification number) or exemption certificate of the Payee. Please furnish a properly completed Form W-9 or exemption certificate or equivalent when presenting your securities.

CORRECTION NOTICE

LG Electronics Inc.
 (formerly Goldstar Co., Ltd.)

To the Holders of the Issuer's US\$70,000,000 3.25 per cent. Convertible Bonds Due 2006

The Notice given to Bondholders as published in this newspaper on Tuesday 7 May, 1996 is hereby amended. The price at which the 1999 Put Option will be exercisable will be calculated by the Company in accordance with the following formula, which replaces and supersedes the formula as printed previously:

$$P = (1+r)^n \times \left[\frac{C}{r} - \frac{C}{r} \left(\frac{1+r}{1+r} \right)^n \right] + \frac{F}{(1+r)^n}$$

In all other respects the Notice, as published on Tuesday 7 May, 1996 remains unchanged.

Bondholders who have any questions concerning this amendment or the Notice as printed on Tuesday 7 May, 1996 should contact J.J. Kim of LG Securities International Ltd, which is regulated by the SFA and is representing the Company in connection with these matters. J.J. Kim can be contacted at LGS Ltd, 5th floor, Bickenbury House, 11 Woburn Road, London EC4N 8DY, tel: (44) 171 374 4812, (44) 171 489 1494, Fax: (44) 171 374 8330

May 10, 1996 LG Electronics Inc.

COMMERCIAL PROPERTY

Acting on the behalf a Belgian bank,
Müller International Immobilien GmbH and CAVENS & Co
 request bids for the following property on a commission-free basis:

Office and administration building in a representative location of Brussels

Location and the transport connections:
 The property is situated near the centre of Brussels, the seat of the European Parliament, on a main traffic artery, the "Avenue de Tervuren". The district is located near to the centre, has main roads leading into and out of the city, and because of its convenience both for the city centre and the motorways and airport can be described as one of the preferred office locations in Brussels. Access to the motorway for Liège is only approx. 10 minutes away. The city centre is only about 5 minutes away by train or underground. Public transport stops right in front of the building.

Property details: The property consists of three sections (A, B, C).

Section A: 9 storeys; approx. 7,288 sq.m. (unoccupied)
 Section B: 1 storey; approx. 1,276 sq.m. (to various doctor's surgeries)
 Section C: 3 storeys; approx. 1,467 sq.m. (partially let)

Parking spaces: 135 spaces in underground garage (18 of them rented)

Year of construction: 1974

Equipment: Glass facade, fully air-conditioned, 3 lifts

Interested parties are requested to submit a firm bid in a sealed envelope marked "Tervuren House" to Müller International Immobilien GmbH, Corporate Real Estate Services, or CAVENS & Co by 31 May 1996. After examining the bids, the clients of Müller International and CAVENS & Co will contact you to discuss the further procedure.

For further information, we have compiled a detailed sales dossier.

MÜLLER International Immobilien GmbH
 Fritz-Vaunfolde-Straße 6
 40547 Düsseldorf
 Germany

If you have further questions, please contact Ms. Sandra Berger, Müller International Immobilien GmbH, by calling +49(0) 211/ 52 00 131 (Düsseldorf, Germany), or Mr. De Witte, CAVENS & Co, on +32/2 725 66 66 (Zaventem, Belgium).

CAVENS & Co
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 Tel: (33) 01 47 07 86 07 - Fax: (33) 01 47 07 86 08

Property Facilities Management on Friday, May 24

This special report will focus on the rapidly growing sector of Property Facilities Management. The report will be a valuable point of reference, and provide an ideal medium from which to capture the attention of the Chief Executives, MD's and Finance Directors who make outsourcing decisions. For Advertising details contact: Courtney Anderson Tel: 0171 873 3252 Emma Mulfaly Tel: 0171 873 4901

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FINANCIAL TIMES SURVEY

Friday May 10 1996

GLASGOW

An inspiring story of revival

Great progress has been made in restoring the city's image and morale, but the process of regeneration still has much further to go, writes James Buxton

The recent history of Celtic is one of Glasgow's most inspiring tales. Until two years ago the football club's performance on the field was the despair of its dwindling band of spectators, while the shenanigans of its board were a cause of ridicule.

Then a new chairman acquired control and injected fresh capital. Fans oversubscribed a share offer so amply that the club came back for another whack. Celtic shares joined the Alternative Investment Market (AIM) last year and have nearly trebled in value since.

And after years of indifferent performance on the field, the club last month finished only four points behind Rangers,

their eternal Glasgow rivals, at the top of the Scottish premier league.

The combined effects of determined management and improved morale have strong parallels in Glasgow's own recent history. As most people know, Glasgow was deteriorating rapidly in the late 1970s and early 1980s. Its heavy industrial base was disappearing before people's eyes, and its population, which was 1.1m in the 1960s, was falling.

But Glasgow's decline was partially arrested by a new strategy adopted by the Scottish Development Agency, the district council and the business community, which aimed at making the city centre more appealing to businesses, shoppers and visitors. It was based on the belief that service jobs could fully replace jobs in manufacturing.

A public relations campaign based on the slogan "Glasgow's miles better" spread worldwide. The city acquired a new image as a pleasant, exciting place, dispelling its past associations with crime and grime.

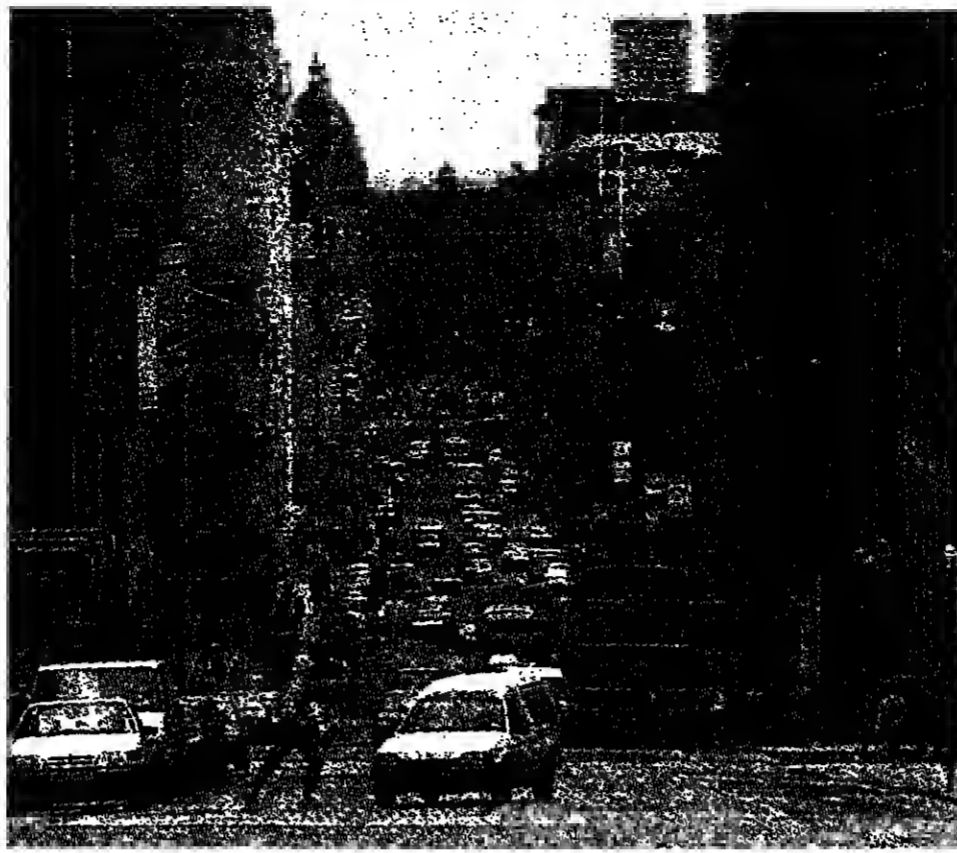
Two memorable events harnessed the city's energies: the Glasgow garden festival in

1988, which gave the city media exposure out of proportion to the event itself; and Glasgow's one-year tenure of the title European city of culture in 1990, which cemented its position as a destination for cultural tourism.

But Glasgow has not shown the same self-confidence in the 1990s that it displayed in the late 1980s. The UK recession which arrived in the city in 1981 halted a commercial property upsurge, bringing construction to a halt. The pace of economic growth has since been patchy.

However, the Glasgow Development Agency, the city's local enterprise company, has had much success in persuading UK companies to establish branch offices in the heart of the city: about 4,000 people, double the number of two years ago, work in call centres, selling financial services over the telephone.

The city is capitalising on its appeal to the world market for conferences and conventions by building a new conference centre, where in June 1997 up to 30,000 people are expected to attend Rotary International's annual convention. A new



St Vincent Street, in the commercial heart of Glasgow

Tom Andrews

municipally-owned Gallery of Modern Art has just opened.

Middle-aged Glaswegians remembering poorer times are delighted at the new hotels, restaurants and smart shopping complexes that have sprung up in the city centre in the past few years.

Yet elsewhere, on the periphery, there are vast areas of der-

elict land and bleak housing estates. In Easterhouse, probably the worst, unemployment is over 30 per cent, levels of drug addiction are alarming and mounted police were introduced recently to combat gangs of teenagers.

The dire state of such areas has strengthened a realisation among Glasgow's leaders that the strategy pursued over the past decade has solved only some of its problems. The city still has average registered unemployment of nearly 14 per cent compared with the Scottish figure of 8 per cent, and unemployment among men is nearly 19 per cent.

The 1991 census revealed that Glasgow had the highest proportion of households without an earner and without a car of any local authority in the UK. The population is continuing to fall because of out-migration and low natural regeneration. Thanks partly to recent boundary changes, it is now down to 623,000.

The census also showed that the city's manufacturing jobs fell from 108,000 in 1978 to 37,000 by 1993, while the net increase in employment in services was only 6,500.

gared the city they were supposed to serve," Mr Stuart Gulliver, chief executive of the GDA, says. The process goes on as, little by little, long-established Glasgow companies move to more convenient sites in the new towns, or to the Lanarkshire enterprise zone.

According to the Scottish Office's long-term regional policy, manual workers from Glasgow's outer estates can travel to take jobs in the favoured areas. In practice, this is too difficult and expensive.

But last year Glasgow launched a new strategy which marks a rejection of the idea that a city can survive mainly on service industries. The GDA is now spending heavily to create modern industrial sites within Glasgow's boundaries for the first time in nearly 50 years, with the aim of attracting manufacturing investment.

Mr Gulliver calls this "the most important single policy for the future of Glasgow". It should mean the creation of manufacturing jobs close to areas where working-class people live.

Mr Robert Gould, leader of the Labour administration on the City of Glasgow Council, sees the policy switch as part of a broader strategy to regenerate the city's eight poorer areas, containing more than a quarter of its population.

The council is a unitary authority which took office last month in the reorganisation of Scottish local government. Under the reform Glasgow took control of functions such as transport and social services which were previously the responsibility of Strathclyde

region, now abolished. But it lost the additional spending which Strathclyde directed towards the city in recognition of its importance to the region.

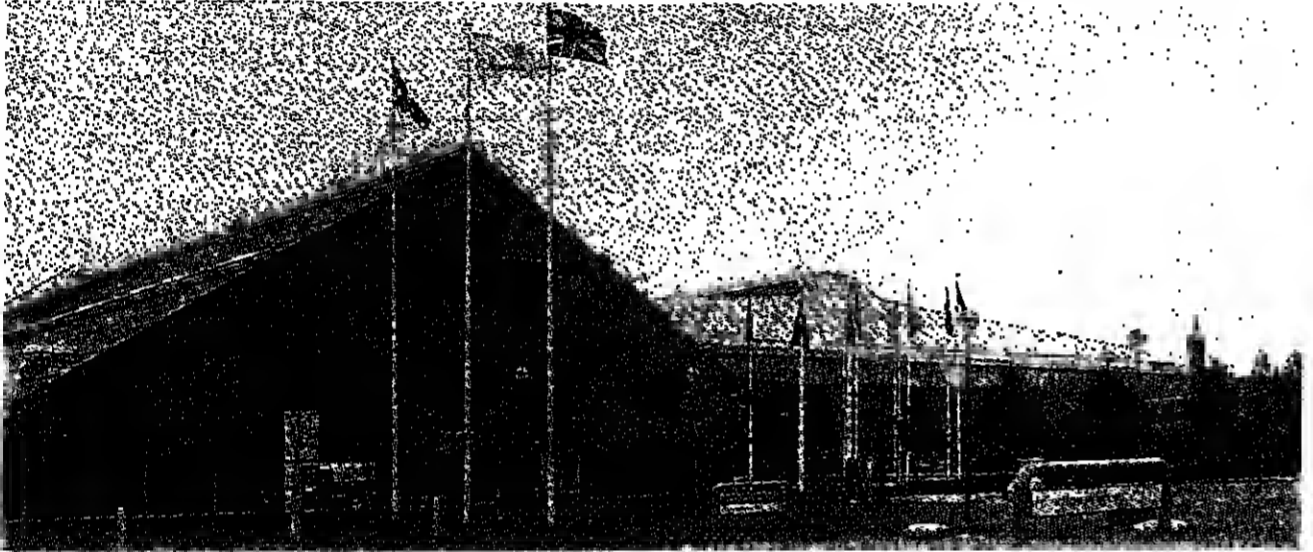
Glasgow now has to rely more heavily on its own tax base to meet its needs. This became starkly apparent earlier this year: Glasgow is having both to cut spending (which it admits had risen too fast) and to increase its council tax by 19 per cent.

Yet Glasgow's 600,000 people make up only half the 1.2m population of the greater Glasgow area. "A good percentage of people living outside the city [in suburbs like Bearsden] but coming here to work or go to the theatre probably use more of our facilities than Glaswegians do," says Mr Gould.

Yet, he notes, council tax in East Dunbartonshire, which includes Bearsden, went up by only 4 per cent. The government, he says, must change the way it allocates funds to local government.

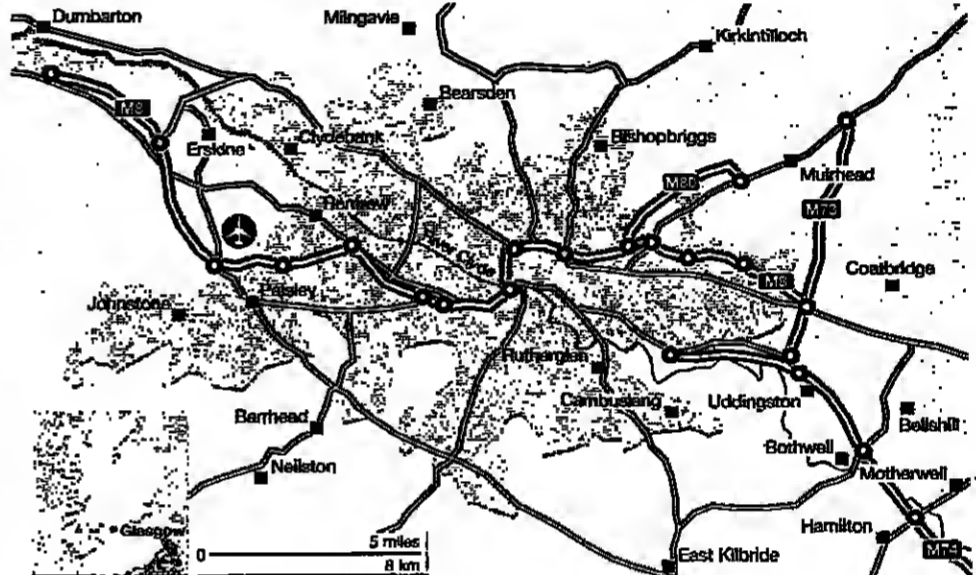
Mr Gulliver, who shares Mr Gould's frustration at the limits to the city's jurisdiction over the greater Glasgow area, sees the revival of Glasgow as something that will take a generation or 25 years: in other words, it has already begun, but there is still much to do.

Last week the Glasgow-born historian Norman Stone, an authority on Germany, wrote that Glasgow was the only UK city apart from London which Germans respect: they recognised that it had been brought back to life. It was a convincing endorsement of Glasgow's claim to be a great European city.

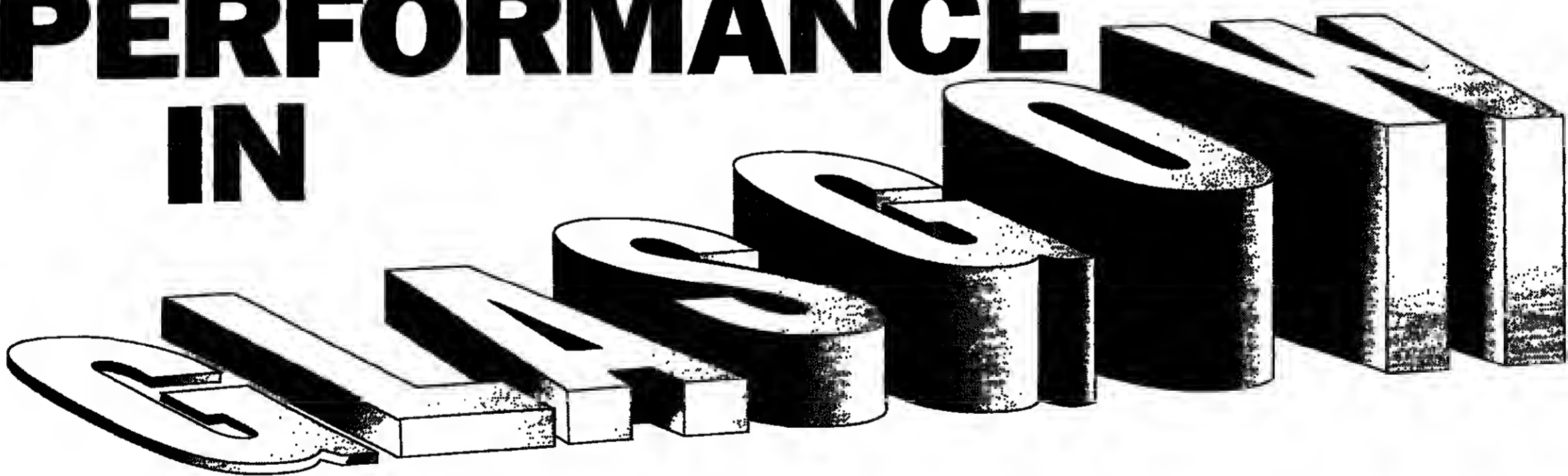


The city's new conference centre will capitalise on international demand for such facilities

Archie Astwood



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"Since we launched our Direct Sales operation in Glasgow, we have gone from strength to strength. The first phase development is continuing to achieve excellent results. For example, one campaign recorded a 30% increase in sales." — Martin Hunter, BT Direct Sales.

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Glasgow's help. Indeed, the Company is now well en route to achieving its aim of being the largest telebanking company in Europe." — Peter Christensen, TSB Telebanking.

If you would like to receive case studies of well-known companies which have already benefited by being in Glasgow, or investigate how **your** company performance might be raised, please contact Stephen Running at the Glasgow Development Agency on 0141 204 1111.

GLASGOW

II GLASGOW

COMPANY PROFILE Hewden-Stuart

It may be time to be bold

Geoff Dyer looks at a striking example of successful entrepreneurship

Mr Sandy Findlay, chairman of Hewden-Stuart, the plant hire group, comes across as a cautious man by temperament. But he insists that when he says the outlook for the construction industry is still very gloomy, he is just being realistic.

"We are not as confident as some others that there will be a recovery this year," he says. "We are gearing ourselves for the whole of 1996 remaining difficult."

With such a bleak prognosis, the City might be expected to be downbeat about Hewden-Stuart. But despite Mr Findlay's warning last month that trading in the first two months of this year had been poor, aggravated by the bad weather which brought much construction work to a standstill, the group's shares have continued to rise.

In an industry with its fair share of red ink and collapses in recent years, Hewden-Stuart recorded a profit throughout the recession, even if the figures were well down on the late 1980s. The group has won itself a reputation as one of the best managed stocks in the construction sector.

While the Scottish economy has often been criticised for its poor record of creating new businesses, Hewden-Stuart is a striking example of successful entrepreneurship. The group was founded in the recession, 1980, when Sir Matthew Goodwin, chairman until last year, bought a half share in a mechanical shovel for £500. Floated in 1988, Hewden-Stuart has grown from its Glasgow base to be the largest independent plant hire firm in the UK with a presence throughout the country.

Although Sir Matthew is a former deputy chairman of the Scottish Conservative



Sir Matthew Goodwin, former chairman, with Sandy Findlay, his successor at Hewden-Stuart

party, Hewden-Stuart has stuck to a set of principles which might strike a chord with New Labour and Mr Tony Blair's stakeholder economy.

The group has always stressed that the long-term view should take precedence over the short-term and that the goal of management is to provide a career structure and opportunities for employees, as well as boosting the returns for shareholders.

Two years ago Sir Matthew used the group's annual results to launch an attack on the City. Short-term pressure from investors and analysts, he claimed, was behind the failure of many British companies to keep investing during the recession.

Mr Findlay, who has been with the group since 1989 and chief executive since 1993, took over as chairman from Sir Matthew last year. So while the style has become more low-key, there is considerable continuity too.

Now aged 60, Mr Findlay is facing his own succession issue. He hopes to appoint a group managing director this year who would become chief

executive in two years' time, allowing him to become a non-executive chairman.

The obvious candidates for the job are the group's three executive directors in their 40s and early 50s - Mr Ray Ledger, Mr Roger Quenby and Mr Alanair Denton. Faced with the prospect of a difficult year, Mr Findlay has been quick to take action. Spending on new plant was scaled back in the second half of last year and this year the figure will be around £36m, compared to £50m last year.

However, it is not all doom and gloom. Mr Findlay says that the group has been able to push through price increases for crane hire and rates for site accommodation have also risen.

And if the industry is struggling, there should be more acquisition opportunities, Mr Findlay believes. "People have committed themselves to borrowings. Many of them will now be thinking: how am I going to fund this?" he says.

In the area of acquisitions Mr Findlay could face the biggest decision of his tenure at the helm of Hewden-Stuart. Rantokil, whose £2.1bn

takeover offer for rival business services group BET, was accepted last month, is considering whether to sell the large plant services division it has inherited.

Mr Findlay says that, if the opportunity arose, Hewden-Stuart would at the very least take a close look at BET's UK operations. With a value possibly approaching £200m, such an acquisition would be the group's largest ever and would transform it. It would also inevitably lead to a substantial issue of new paper, a move which Hewden-Stuart has so far resisted.

The Hewden-Stuart chairman does not entirely rule out the possibility of a bid for BET's larger US business, which would be the group's first venture abroad, although he thinks this unlikely.

Any international expansion is more likely to come in continental Europe, he says, where the group has been close to a couple of deals in recent years, but pulled back.

Either move would be a significant departure for Hewden-Stuart. The cautious Mr Findlay is about to be confronted with some tough choices.

Buchanan Street, part of Glasgow's shopping centre

■ The economy: by James Buxton

Factors in a city's favour

In the sectors that are likely to flourish in the future, Glasgow seems well-placed

Mr Stuart Gulliver, the rumetive chief executive of the Glasgow Development Agency, says cities "are the wealth of nations. If you don't invest in them, you imperil the national economy." Glasgow's importance is to be a melting pot generating a great range of dynamic activity that stimulates the wider economy, he says.

Yet despite his frustration at the intractability of many of Glasgow's problems and the limited power of the GDA to solve them, he sees a number of factors working in Glasgow's favour.

One is the sheer diversity of economic activity in the city, much greater than would be found in a small town. Another is that the steady creation of more households, though of smaller families, through divorce and single parenthood, is likely to mean more people wanting to move to cities like Glasgow to enjoy its atmosphere and cultural life, offsetting the declining population.

A third is his belief that Glasgow has a strong position in the future, such as research-based industries, design, architecture and cultural industries. Glasgow is the service centre for much of the west of Scotland's 2.5m people, providing professional services and much of the area's retail capacity. Most of the retail space is in stores and shopping centres in the Argyll Street and Sauchiehall Street areas, and not in out-of-town shopping centres. Glasgow has the lawyers, accountants and stockbrokers for much of the industrial sector. "It's my perception that activity in the professional community has now got back to the level it reached in the early 1990s," says Mr Ian Bankier, a leading corporate law-

yer who has become managing director of Burn Stewart, a quoted whisky company.

With services comprising 85 per cent of the city's labour force, "they will always dominate the city's economy," says Mr Steve Inch, head of Glasgow city council's economic regeneration unit.

The largest companies headquartered in Glasgow are for the most part service businesses, led by Scottish Power, the electricity company which last year expanded by acquiring the regional electricity company Manweb in England and Wales. Next, in terms of financial activity, are Scottish Mutual, the life assurance company, Clydesdale Bank and Abbey National Life, parent of Scottish Mutual.

Mr Inch's regeneration unit has a budget of £11m to spend on helping companies become stronger and more competitive, and on "exploiting Glasgow's unique assets".

The latter include its cultural industries, which embrace not only the arts but also the media, of which the city is the principal centre in Scotland. Glasgow has the headquarters of BBC Scotland and of Scottish Television, and the offices of many of the daily papers produced in Scotland, whether Scottish or London titles.

But manufacturing has lately been attracting much attention. Albion Automotive is an example of a phoenix risen from Britain's indigenous motor industry.

The Glasgow-based axle maker went into receivership with the rest of the Leyland Daf group in early 1993 but was rescued by a management buy-out promoted by the Glasgow Development Agency. This involved funds from the Scottish Office, Strathclyde regional council, Bank of Scotland and, unusually, the receivers, Arthur Andersen.

When Mr Dan Wright led the MBO as managing director, Albion had annual sales of £30m and employed 440 people, most at Scotstoun in Glasgow.

Last year Arthur Andersen sold out ahead of schedule because Mr Wright had already created a free-standing business from an internal division of a large company and had achieved annual sales of £70m.

Manufacturing accounts for less than 15 per cent of jobs in Glasgow but the 45,000 people it employs still make Glasgow the biggest manufacturing centre in Britain outside London and Birmingham. Furthermore, economists believe that jobs in manufacturing are a significant creator of spin-off jobs in services.

But Glasgow's manufacturing base saw a precipitous decline in employment

The 45,000 people it employs make Glasgow the third biggest manufacturing centre in Britain

between 1978 and 1993, with 70,000 jobs being lost to the city. Nearly two-thirds of those, however, were accounted for by companies moving out of Glasgow to other locations. The other third were caused by closures.

Some manufacturers have left Scotland altogether. Others, however, have moved to the new towns, to Clydesdale formerly an enterprise zone - and to the new enterprise zone in Lanarkshire.

For example, the drinks maker A.G. Barr, producer of the well-known Irn-Bru soft drink, recently moved its main operations from Glasgow to the new town of Cumbernauld, while other companies have moved to East Kilbride.

"Companies that move away to the new towns may take some of their people with

them," says Mr Robert Gould, leader of Glasgow city council. "But eventually they will become a focal point for the new town."

But Glasgow still has significant UK manufacturing companies. It is the home of the Weir Group, one of the world's leading pump producers; it has two of the UK's remaining shipyards, the Norwegian-owned Kvaerner Govan, and Yarrow, GEC's warship builder.

Barr & Stroud, the optronics company which has specialised in making periscopes, responded to the drop in defence orders by selling off its old plant to a supermarket and diversifying its sales outlets. It built a new facility with a smaller workforce in which actual manufacturing takes up less than half the floorspace.

While services predominate, says Mr Inch, "Glasgow also has the attributes to be a bigger manufacturing centre. Up to now, it has been held back by the lack of good sites."

The GDA has begun a programme to develop six sites to make them attractive to inward investors with manufacturing projects. The sites include Pacific Quay (the old Glasgow garden festival site), the west of Scotland science park, and areas at Cambuslang and Robroyston.

"This is a new twist to an existing policy," Mr Inch says. "We had been getting a small amount of inward investment in manufacturing but it has not been headline-grabbing stuff. Now we are more hopeful."

Mr Frank Bin, head of the business advisers Coopey & Lybrand's operations in Scotland, says he believes the business climate in the Glasgow area is improving, though it started doing so only in the past nine months "after going through a sticky patch in 1993 and 1994".

"Businesses here are not as optimistic as they were in the late 1980s when we had the property boom," he says. "Now it's a case of slow and steady progress."

■ Property: by Geoff Dyer

Uncertainty hits market

House prices and commercial rents are rising - but other developments are worrying

The Glasgow property market has been beset by a great deal of uncertainty in recent months. For a city that leans so heavily on service industries, the consolidation that is taking through all areas of the financial services sector has been a worrying development.

The biggest blow to the city came last month, when Scottish Amicable, the mutual life assurance company, announced that it was shutting its Glasgow headquarters.

The group, which had a six-storey building in St Vincent Street at the heart of the city's financial district, is shifting the bulk of more than 300 staff at its Glasgow HQ to the Craig-ford office complex near Strling. Its investment management department, which works out of a separate office, is unaffected.

On top of this direct blow, there are a host of other potential headaches. Friends Provident, for instance, another mutual life insurer with a large Glasgow presence, is widely expected to be sold to another financial services group.

And the merger between Sun Alliance and Royal Insurance, announced earlier this month, could lead to 5,000 job cuts and is expected to spark off a further round of takeovers and mergers in the insurance industry, which could have implications for Glasgow.

"There are huge changes going on in service industries at the moment, which we cannot be immune from," says Mr Simon Mitchell, a partner at Richard Ellis, the chartered surveyors.

This uncertainty has hit the Glasgow market just at a time when it seemed to show signs of a sustained recovery. Commercial property rents for Grade A sites are around £16-17 per sq ft, according to property market professionals.

This is well below the £20 that was reached in 1991 before the recession hit the market, but it represents an increasing trend. And surveyors report that the level of incentives, such as rent-free periods that property companies offer, are declining.

The housing market is also picking up, with Glasgow house prices 5.1 per cent up in the first quarter of this year, compared with the same period last year, according to figures produced by the Royal Bank of Scotland, Scottish Homes, the national housing agency, and Registers of Scotland, which records all property sales.

Mr Patrick Vaughan, chief executive of Pillar Property Investments, a property company with considerable interests in Glasgow, says: "I am not sure how strong and how widely spread it will be, but an upturn is on the way."

Market professionals are putting a brave face on the departure of institutions such as Scottish Amicable. Mr Mitchell says that it will help prevent a vacuum that has been developing in the market for top quality property.

At the end of the first quarter this year there was only 195,000 sq ft of available Grade A space and no developments were under way that would lead to more space coming on the market this year, he says.

"The result of the flux in the financial services sector could be to release bigger buildings onto the market," he believes. The Glasgow property market boomed in the late 1980s after the city persuaded a number of companies to relocate,

lured by the good communications and high quality labour. But since then the common complaint has been the lack of suitable, high-quality space.

The situation is aggravated by the design of the city - most blocks in the financial district have a lane running through the middle of them, which means that the buildings are often relatively small. And large parts of the city centre are listed, so any refurbishments have to take place behind existing facades, which can be costly.

A number of projects are under way to address this shortage, although given that

The result of the flux in the financial services sector could be to release bigger buildings onto the market

many of them are dependent on signing up tenants prior to construction, property professionals are anxious to see if the present uncertainty has any impact.

Despite the closure of its Glasgow headquarters, Scottish Amicable is the investor behind the £12m development of Ashley House on West George Street.

Construction has already begun on this speculative 77,500 sq ft development and it is due to be completed by next spring, according to Mr Bill Colville, director of DTZ Debenham Thorpe, the letting agent for the project.

Pillar is still trying to secure tenants before starting con-

struction on the second phase of its Broomefield development project - the area between the financial district and the river.

The overall plan is to develop 700,000 sq ft of office space over a number of years, in conjunction with Bellhouse Joseph, but the initial undertaking is to develop a 130,000 sq ft site.

Other developments include 95,000 sq ft of office space at Alhambra House on Waterloo Street by Friends Provident and the £5.5m project to develop 65,000 sq ft in George Square by the Co-operative Insurance Company.

Glasgow's retail market has also been the victim of uncertainty. Construction has begun on the £50m Buchanan Galleries development, by a partnership of Slough Estates and AMP Asset Management.

The project is designed to extend shopping on Buchanan Street, one of the city's busiest retail streets, all the way up to the new concert hall, which was opened as part of the year of culture celebrations in 1990. The 600,000 sq ft development, which is due to be completed by 1999, has a 300,000 sq ft John Lewis department store as its backbone.

However the outlook for this development has been clouded by the decision to go ahead with a huge, new out-of-town retail development at Braehead, to the west of the city. The £225m project is a partnership between Marks & Spencer and J. Sainsbury, the retailing groups.

The consortium had consent for their original plan but was refused permission when it submitted a reduced version, as Strathclyde Regional Council had decided that Braehead might affect other projects such as Buchanan Galleries. However, the consortium is going ahead regardless with its original plan.

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Call centres by James Buxton

So friendly on the phone

Do the city's inhabitants have a vocation for the fastest-growing sector of its economy?

Glasgow's substantial financial services sector has been swollen in the past few years by the fast growth of call centres - offices where large numbers of people deal with customers over the telephone.

More than 4,000 people are now employed in about 40 call centres in Glasgow. This is still a small proportion of the 2,500 or more call centres which now exist all over Britain and which employ about 40,000 people. But for Glasgow the phenomenon is significant because call centres are probably the fastest-growing sector of the city's economy.

Furthermore, Glasgow has identified itself closely with call centres: attracting them is probably the most successful aspect of the Glasgow Development Agency's recent work. Inward investment. The GDA has also combined with some of the main companies in this new industry to spur the setting up of a UK-wide Call Centre Association based in Glasgow.

The agency likes to see Glasgow as "call centre city" with the implication, which has some justification, that Glaswegians have a particular vocation for this type of work.

The call centres supplement the existing financial community: Glasgow has long been the headquarters of the Clydesdale Bank, Scotland's third biggest bank which belongs in the National Australia Bank. The city has a life assurance sector led by Scottish Mutual, now part of Abbey National, and has offices of the major UK composite insurance companies.

Glasgow has its own branch of the London stock exchange, which claims to process a third of all private retail share transactions in the UK using the Talisman system. But in a year's time the 17-strong staff will probably be slimmed down to five when Talisman is superseded by Crest and will concentrate mainly on promotion and public relations.

There are 11 stockbrokers based in Glasgow, plus two firms of market makers and a small fund management community, dominated by Murray Johnstone which manages about £4bn of funds.

The existence of a skills base in financial services was one factor helping attract

Barclays Bank to establish a branch of what is now called Barclays Stockbrokers in Glasgow in 1986. Other reasons for its choosing Glasgow were the ready availability of office premises and an easy journey between the city centre and London by air.

Barclays Stockbrokers employs about 250 people in a telephone-based share-dealing service. Other financial services companies which followed it were TSB Phonebank and TSB Home Loans, the former dealing since 1991 with bank customers' business 24 hours a day and the latter administering mortgages sold by TSB's bank branches.

The most spectacular expansion in call services has been that of Direct Line, the motor insurance subsidiary of the Royal Bank of Scotland created by Mr Peter Wood. Direct Line first opened in Glasgow in 1989. With financial services and life assurance recently added to its product range, it now employs more than 1,100 people in Glasgow, making it the compa-

Glaswegians are "blessed with quick wit and talk easily with our customers"

ny's largest centre after its headquarters in Croydon.

Mr Lyndon Thomas, an executive director of Direct Line, says that the Glasgow operation has the lowest staff turnover of all its six city locations.

Away from financial services, British Airways was an early company to choose Glasgow for a call centre, setting up a telephone sales operation employing about 400 people in 1990. BA moved part of its reservations system away from the London area where staff turnover averaging about 35 per cent a year was a major source of unnecessary cost. It has found annual staff turnover in Glasgow averages between 3 and 4 per cent.

British Telecom has a direct sales operation in Glasgow to sell BT's services over the telephone. It employs about 200 people.

A relatively recent arrival in the city is the BBC Radio Helpline, a service launched in early 1995 which provides advice to callers from all over the UK on issues arising from BBC radio programmes. It began with a staff of 30.

Another call service provider is Network Scotland, which has been operating since 1979. It handles services such as the national AIDS helpline and the drugs helpline, and the NHS helpline in Scotland.

For many incoming companies the attractions of setting up in Glasgow include being in a big, sophisticated city with a large labour pool, endowed with a transport infrastructure that enables staff to get to and from work easily at almost any time of the day or night. In addition, it has rarely been difficult to obtain premises, specially since the big construction upturn in Glasgow at the end of the 1980s.

The availability of regional selective assistance in a development area has been very important for all companies. BA has said it calculates that the package of financial assistance it obtained for creating 400 jobs was worth £2m, representing about 11 per cent of the £18m relocation cost, assuming annual rent is capitalised over 21 years.

But other important factors are the Scottish accent and the friendliness of most people in the Glasgow labour pool. Mr Justin Urquhart Stewart of Barclays Stockbrokers, a leading figure in the Call Centre Association, says: "In Scotland there is a clarity of language. It's simply good speaking. People who work on the phones use their voice as a part of their style. It gives them an edge."

Mr Martin Hunter of BT says Glaswegians have the ability to create instant relationships with customers. "Blessed with quick wit and a naturally friendly personality, they talk easily with our customers," he says.

These are not necessarily subjective views. Mr Guy Fielding, an English-born academic at Queen Margaret College in Edinburgh, says that in a telephone call the accent of the other person (whom one does not know and cannot see) is a crucial clue to their identity, which suggests stereotypes to the caller.

The stereotype suggested by a Scottish accent is positive, he says: Scots are seen as being friendly, intelligent and well-educated, as well as trustworthy in dealing with money - a valuable attribute in selling financial services.

Scots are not alone in scoring by this measure, he believes. While Anglo-Saxons are considered reserved, people in the UK's Celtic fringe - Scots, Welsh and Irish - are seen as warm and communicative.

Clydeports by Geoff Dyer

Confidence starts to return

The key to achieving further growth may lie in the Hunterston coal terminal

The riverside offices of Clydeport, the Glasgow-based privatised ports operator, speak volumes about the self-confidence the city boasts at the turn of the century.

The port authority's trustees - a collection of the City's great and good - used to congregate in a lavish, oak-paneled circular room that looks more like the parliamentary chamber of a small country than a company boardroom.

The corridors are flanked on one side by stern portraits of the port's pioneers and on the other side by stained glass windows proclaiming Presbyterian piety.

The city's maritime ambitions have been scaled back since then and the floor of magisterial meeting rooms is now used by Clydeport's staff when it has not been hired out to other companies.

But some of that old confidence is returning to the group. Four years after privatisation and 18 months since flotation, Clydeport is experiencing something of a renaissance.

It was a very different story back in 1992. When British Steel finally closed the Ravenscraig steelworks, near Glasgow, it was providing over 40 per cent of Clydeport's revenues. At the same time, Clydeport was considering closing its Greenock operation because of lack of business.

Now the group is more concerned that it will run out of capacity at Greenock. As a result Clydeport paid £1.95m in April for the former Scott Lithgow site next door; it had been owned by Trafalgar House, the engineering group.

Clydeport, which is one of the former trust ports, has jurisdiction over the whole of the Clyde estuary, an area of around 450 square miles. Its main port activities are at Glasgow, Greenock, Hunterston and Ardrossan; it also has considerable property interests.

The revival in Clydeport's



Clydeport has jurisdiction over the Clyde estuary but is still the minnow of the quoted ports sector. Tony Andrews

fortunes has been reflected in the group's results. Turnover has increased by 53 per cent in the last two years and pre-tax profits more than doubled. The shares, which were 131p at flotation, have gained about 30 per cent.

Analysts think that there is still plenty of scope for further organic growth. The key to achieving this may lie in the Hunterston coal terminal on the Ayrshire coast.

Hunterston was a relic of British Steel's ambitious expansion plans in the 1970s. Completed in 1979 on 450 acres of land, the plan at one stage had been to build an integrated steel plant on the site. Clydeport bought it from British Steel in 1983 for £4.8m.

Hunterston has many attractions though. It has the advantage of being one of best-situated deep water terminals in Europe and can accommodate cargo-size bulk vessels carrying cargoes of around 140,000 tonnes.

Although volumes through the terminal increased 31 per cent to 2.64m tonnes last year, only 60 acres of the stockyard is currently being used, half of the available capacity. A rail

link is waiting to be operated if customers demand it.

Mr David Hunt, the group's managing director, says that Clydeport has had talks with around half a dozen other potential customers.

But he admits that the ability of the group to make full use of Hunterston's resources depends on what happens to the UK coal industry post-privatisation. It is too early, he says, to predict what the demand for indigenous coal and imported product is going to be.

At Greenock, the group has not yet finalised its development plans for the Scott Lithgow site although it has the potential to be used as a working port.

Glasgow has also seen a considerable rise in traffic in the past three years, much of it for animal feeds. The group is building new sheds to accommodate more traffic. At Ardrossan planning permission is being sought for a new marina and retail development.

Despite this record, Clydeport, with annual turnover of £18.2m, is still the minnow of the quoted ports sector. The

group has been left behind by the wave of acquisitions that has transformed the sector in recent years. Forth Ports, its Edinburgh-based rival, has acquired the port of Tilbury on the Thames while Mersey Docks owns the Mersey Ports. Clydeport was a strong favourite to acquire the port of Dundee when it was privatised last year. That would have given the group a presence on the east coast. But it was plipped by Forth Ports, which paid £10m.

Mr Hunt plays down the importance of making acquisitions, pointing out that unlike other industries, acquiring new ports rarely adds anything to a group's existing business. He acknowledges that the pace of consolidation has slowed. "There are very few ports for sale at the moment," he says.

Clydeport would be interested in the port of Tyne, which is due to be privatised, and also in Belfast, he says. However, analysts suspect the group could find itself in the same situation as it faced with Dundee - being outgunned by its larger competitors and their greater financial muscle.

Culture and society by Geoff Dyer

The image and the reality

Is investment in cultural projects really the best way to revive the city's fortunes?

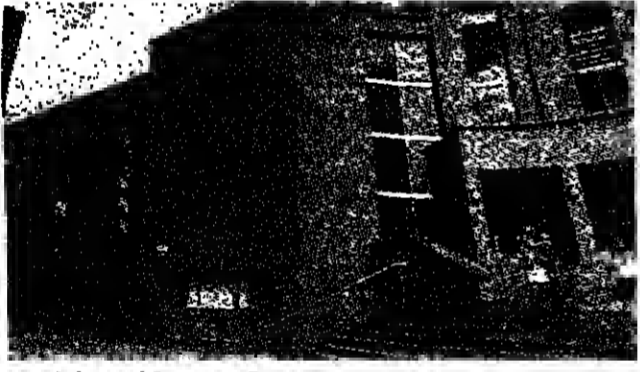
During 1990, Glasgow's year in the limelight as European City of Culture, Pat Lally, then leader of the city council, had long-running disputes with James Kelman, the Booker prize-winning novelist and scourge of the London literary establishment.

Ostensibly, their argument was an aesthetic one, over the virtues of a mural commissioned for the new concert hall, the grand project of the year of culture celebrations.

However, at heart their dispute was political. Mr Lally has been one of the planners of the idea that Glasgow should revamp its image and invest in culture and tourism as a means of reviving the city.

Meanwhile, Mr Kelman argued that it was wrong for a (Labour) council to be spending so much money on glitzy, middle-class diversions such as art galleries and classical concerts, while so many of the city's former manufacturing workers were withering on the dole.

Six years later Mr Lally is



The city's Royal Concert Hall

back - he was appointed Lord Provost (mayor) in April - and Glasgow is once again booming with cultural activity, much of it municipally sponsored.

Last month saw the opening of the new Gallery of Modern Art - now known as GOMA - in the old Stirling's Library, one of the city's finest classical buildings.

While the public has embraced the new gallery with enthusiasm - 100,000 visits in the first three weeks - the critics have been unsparing in their criticism of GOMA and its curator, Mr Julian Spalding, over the lay-out, eccentric selection of paintings and even the café.

Arts and Venues, Glasgow was one of the first cities to appreciate that culture can be used as "a tool of urban regeneration". It is much larger than just economic development. The cultural life of a city affects its confidence in itself and the image other people have of it," he argues.

The impact on the tourist industry has been much more dramatic. Ten years ago few people would have considered visiting the city for a holiday; now, after London and Edinburgh it is the most popular destination in the UK, with 1.2m visits a year.

The tourist industry in the Greater Glasgow area has an annual turnover of around £600m and employs 48,000 people, 10 per cent of the city's workforce.

Mr Jack Munro, chief executive of the Greater Glasgow and Clyde Valley tourist board, says that £350m will be invested in new tourist projects over the next five years.

These include plans to develop the site of the 1988 garden festival, much of which has since lain empty; to build a football museum at Hampden Park, where Scotland play, and to develop a conference centre.

The economic benefits of these investments are not just in tourism, Mr Munro says. "They enhance the quality of life and reputation of the city, which makes it a more attractive option for inward investment and relocation."

But, though Glasgow has the backing of a ruthless and professional public relations apparatus, its reputation has taken a dent in the last year.

Glasgow is still a city with huge social problems which are currently getting as much publicity as its painters and modern dance troupes.

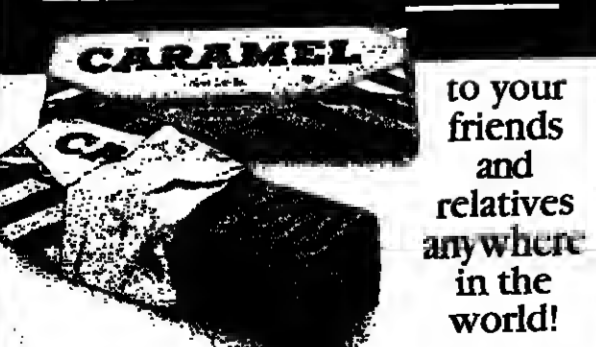
It has one of the worst records for heroin addiction in the country and drug-related offences have spiralled since the beginning of the decade. There has also been a marked increase in violent crime and the police have warned about the escalating gun culture.

Just as worrying for the city's image-makers is that some of the damage to Glasgow's carefully-constructed reputation has been caused by the very people they seek to glamorise - its artists.

The novels of such writers as Mr Kelman and Jeff Torrington describe a city that is still extremely poor, dangerous and, at times, desolate - a million miles away from the world of the Burrell Collection and Merchant City wine bars.

However hard the PR men and women may try to avoid it, Mr Kelman is still vying with Mr Lally to define the image of the city.

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TECHNOLOGY

Tracey the sheep, Herman the bull and Grace the goat may not sound like pioneers in biotechnology. But their offspring - genetically engineered to produce medicines in their milk - are already making strides towards becoming drug factories.

Last week, PPL Therapeutics, a Scottish biotechnology company, said the technology was advanced enough for it to seek a listing on the London Stock Exchange. It plans to launch products extracted from sheep milk from 2001. They include alpha-1-antitrypsin for cystic fibrosis and factor IX for haemophilia.

The others are as close to commercialisation. Genzyme Transgenics of Massachusetts (48 per cent owned by Boston biotech company Genzyme) is planning to start clinical trials by the autumn of antithrombin III for blood clots. It is extracting drugs from goat milk.

And Pharming, spun off last year by its former US parent, GenPharm International, and now an unquoted Dutch company, is developing collagen for tissue repair and arthritis, and lactoferrin, a natural antibiotic. Its first products, from cattle, could be launched in 1998.

Between them, the three companies are promising to develop drugs for medical conditions that range from cancer and heart disease to shock.

The commercial strategy and basic science are similar for all three, says Harry Meade, vice-president for transgenic research at Genzyme Transgenics.

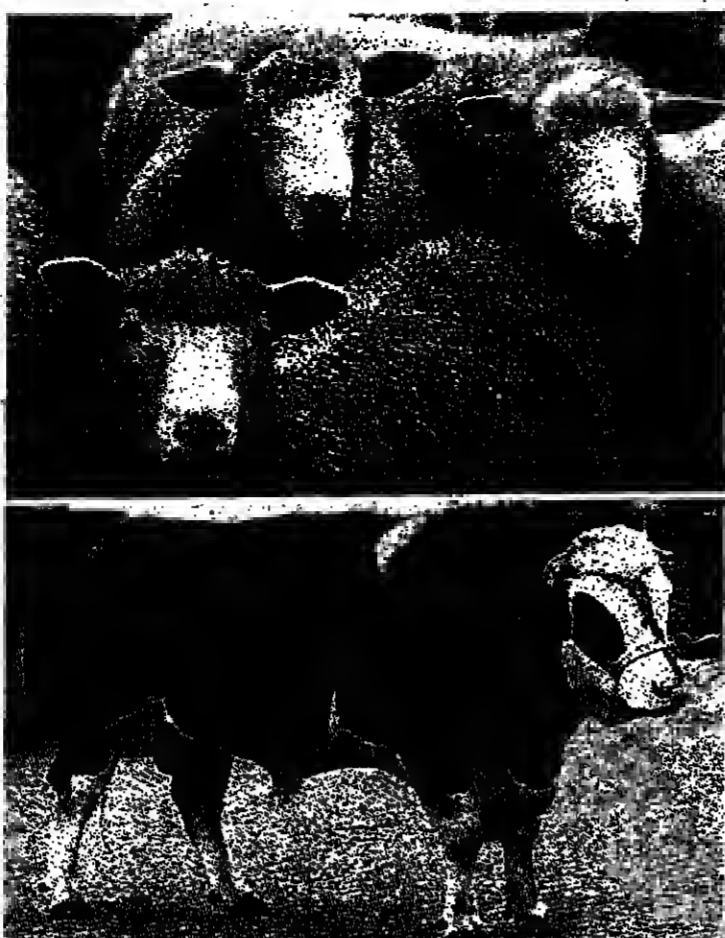
The strategy is to find more efficient ways of making complex protein molecules. The biotech industry manufactures some molecules that are too large to produce by classic chemical methods, such as insulin, in fermenters from genetically engineered micro-organisms (such as bacteria or yeast) or cultures of living human or animal cells.

But insulin is much simpler than many molecules that pharmaceutical companies would like to make. More complex molecules go through several stages in their production and it becomes increasingly difficult to keep several different kinds of cell alive and free from contamination.

"Keeping them clean is especially difficult. Cells don't have immune systems like animals do," says Meade.

Ron James, managing director of PPL Therapeutics, says drug companies know of many complex proteins that they want to manufacture because of their likely medical need. "We are working on materials that drug companies wanted to test but couldn't make enough of," he says.

George Hersbach, chief executive



Daughters of Tracy the sheep and Herman himself are bleating a trail

Medicine from milk

Daniel Green and Clive Cookson on drugs from transgenic animals

of Pharming, says his company, too, has gone for molecules that are important for human health but are difficult to make by the biotechnology industry's conventional methods. These include complex proteins such as human type I collagen, a triple-stranded spiral molecule whose biosynthesis involves two different genes.

There are, however, minor variations in the scientific theme underlying the animals. Apart from the obvious difference between sheep, cows and goats, the companies have chosen a different "promoter" gene to ensure that the desired human protein is produced only in the animals' mammary glands.

The promoter is the control region of an animal gene for a protein related to milk production that is normally switched on in the mammary glands. This promoter is joined to the gene coding for the desired human protein - such as factor IX for PPL, or collagen for Pharming - to make a combined "DNA construct", which is micro-injected into the newly fertilised egg. All three promoters seem to work well. They switch on the human genes so that the products appear in the transgenic animals' milk but not in the blood or other tissues. There is no clear evidence yet to show that any of the promoters is better than the others.

When the DNA construct is injected into the fertilised egg, it only "integrates" successfully into the embryo's genetic material (genome) in 5-10 per cent of cases, says Gerard van Beynum, Pharming's vice-president for R&D.

Although there is still no way of directing the DNA to a particular place in the genome - its insertion is completely random - it seems to be stable and can be passed on reliably from one generation of transgenic animals to the next.

"We have seen this consistency in three generations of cows and 15 to 20 generations of transgenic mice," van Beynum says.

Collagen and lactoferrin will be required in relatively small quantities to treat patients but serum albumin - another protein being developed by Pharming - is a different matter. Instead of a few milligrams each, patients in shock need doses of up to 100 grams of albumin.

So, for albumin, the advantage of cows is that they could produce large volumes of the protein at low cost.

Although it takes longer to build up a herd of transgenic cows than a flock of sheep, Pharming says that this does not matter in practice because other technical and regulatory issues determine the pace at which the products can be developed.

Meade is more sceptical. "Goats and sheep are pretty equivalent. Both take 18 months before you have lactation." Cows take about twice that time and "you can't start your regulatory processes until you've got milk being produced".

The debate may be academic. Such is the range of diseases each company is pursuing that, if the technology leads to pharmaceutical quality medicines, there will be room for all three companies. Patent disputes seem, so far, to have been avoided through cross-licensing.

The early products from transgenic milk will be purified and administered as if they were conventional drugs. Later, says Hersbach, Pharming hopes to develop orally active proteins "which you can take simply by drinking the milk".

Meade concedes that the use of genetically changed animals is only now moving from the "speculative" to the "non-standard" as a means of producing medicines. But then the technology has already come a long way. Rick Lathé of the Centre for Genome Research at Edinburgh University was one of the pioneers of the technique that is now used by PPL. He says that he hawked the idea of making drugs in sheep's milk around the UK pharmaceutical companies in 1983-84.

"They told us we were mad," he says.

MANAGEMENT

JOHN KAY

Oh Professor Porter, whatever did you do?



One of the first tricks a management guru learns is the art of the "shifting concept". The following exchange will give you the idea. The business school professor tells the class that successful firms must establish high market share.

"What about BMW?" asks the smartale student in the front row, who knows that BMW has a far smaller share of the world car market than many less successful companies. "Ah," the professor replies triumphantly, "BMW has a high market share in the luxury saloon segment".

Take another example: the claim, widespread a few years ago, that quality is free - higher quality invariably leads to higher profits. It only requires a second's thought to see that this claim is quite absurd, although a second is a long time in the world of management gurus. Harrods makes less profit than Wal-Mart and the Savoy was not as good an investment as Forte Travelodges. Not many people need, or will pay for, the level of quality which Harrods and the Savoy provide.

I expect that several management consultants have already switched on their laptops and modems to communicate with the editor. They will write that I have completely misunderstood what is meant by quality. Other people would say that the Waterside Inn at Bray provides better quality meals than McDonald's. That is how the Michelin guide assesses quality when it awards three stars to the Waterside Inn and does not list McDonald's. It is also what ordinary people mean by quality.

But that ordinary meaning of quality is not what business gurus mean by quality. What they mean is quality relative to customer expectations, or quality relative to what you set out to achieve. By these standards, McDonald's quality is outstanding, and that is why McDonald's is such a successful company. There is a sense in which this is right. But the price a guru pays for this kind of infallibility is very high. Since there is no observation which could ever

refute his claim, his maxim gives you no practical guidance.

So does the pursuit of quality mean these firms should change what they do? Should McDonald's offer duck à l'orange, or the Waterside Inn offer even more exquisite morsels at even more elevated prices? I don't know and nor does he. And the injunction creates confusion among simple people who thought that quality meant what it usually means. It had precisely that effect at British Home Stores, which thought it had to move up market, only to discover that Marks and Spencer customers were happy at M&S and British Home Stores customers didn't want to pay the extra.

One of the most famous propositions in business strategy is Michael Porter's injunction not to be

Return on investment by strategic position

Relative to competitors:	Quality (%)		
	Low	Med	High
Cost	11.2	14.4	17.2
Low Med High	6.5	13.9	17.2
Source: Compustat, Data and Rep, 1994			

"stuck in the middle". "The worst strategic error is to be stuck in the middle, or to try simultaneously to pursue all the strategies. This is a recipe for strategic mediocrity and below-average performance, because pursuing all the strategies simultaneously means that a firm is not able to achieve any of them because of their inherent contradictions." (Porter, 1990, p5).

"A classic example is Laker Airways, which began with a clear cost focus. Over time, Laker began adding frills, new services and new routes. The consequences were disastrous." (Porter, 1985, p17). The trouble with this proposition is that it is not true. Porter is wrong in his account of why Laker failed, and many successful firms are stuck in the middle.

Every Sainsbury van has "Good food costs less at Sainsbury" painted on the side. Is Sainsbury's problem today that it is stuck in the middle? And Sainsbury is not alone. The above table drawn from the PIMS database, shows how return on investment relates to

strategic position. The stuck in the middle position - medium cost/medium quality - in fact does slightly better than the clearly focused choices of high cost/high quality or low cost/low quality.

So what does a guru do when faced with the prospect of an owl goal? You shift the posts. Perhaps don't be stuck in the middle means not that you must choose one or the other, but that if you don't succeed at something you will fail.

Confronted by the Sainsbury van on British television, Porter argued that since Sainsbury was not a delicatessen, it must be a low-cost competitor. Yet if "good food costs less" is not a strategic position which is stuck in the middle, it is hard to know what it means. "Don't be stuck in the middle" means that it's good to be good at something.

You can find support for that version from Porter as well. "The firm failing to develop its strategy in at least one of three directions - a firm that is stuck in the middle - is in an extremely poor strategic situation." That, at least, is true. If you look at the table, you see that firms which have high cost/low quality, don't do very well, and indeed that the best situation to be in is to achieve high quality at low cost. But while it is useful to have one's intuitions confirmed, I already knew that.

The version of stuck in the middle that is true - you won't succeed if you're not good at something - is so nearly tautological as to be hardly worth enunciating. The version of it that has significant content - that you cannot pursue both cost reduction and product differentiation - is clearly false. There are obvious dangers in confusing one with the other.

That is why clarity of terms and precision of concepts are essential precursors to worthwhile knowledge on my subject.

Dr Joaz was not simply pedantic when he argued that it all depends what you mean by market share, quality, or being stuck in the middle. It does.

M Porter Competitive Advantage (1980) Competitive Strategy (1985) The Competitive Advantage of Nations (1980)

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IN THE MATTER OF FAIRWAY GROUP PLC

AND IN THE MATTER OF THE COMPANIES ACT 1985

NOTICE IS HEREBY GIVEN that a Petition was on the 20th day of April 1996 presented to His Majesty's High Court of Justice for the confirmation of the reduction of the share premium account of the above named Company by £5,390,000.

AND NOTICE IS FURTHER GIVEN that the said Petition is to be heard before the Companies Court Registrar at the Royal Courts of Justice, Strand, London, WC2A 2LL on Wednesday 22nd May 1996.

ANY CREDITOR or shareholder of the said Company desiring to oppose the making of an order for the confirmation of the said reduction of Share Premium account should appear at the time of hearing in person or by Counsel for that purpose.

A copy of the said Petition will be furnished to any person requiring the same by the undersigned solicitors on payment of the specified charge for the same.

Dated this 10th day of May 1996

Slaughter and May, 25, Abchurch Lane, London, EC4N 3DF. Tel: 0171 403 1200 Fax: 0171 403 1211

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THE PROPERTY MARKET

Mr Tomoshige Yamada, general manager of the Mori group's Shanghai World Financial Centre gestures from his office on the west bank of the Huangpu river across the busy waterway to a giant construction site.

It is there, he says, that his company plans to construct the world's tallest building at a cost of about \$1bn (£660m). Mori, the Japanese property company, is confident Shanghai's Pudong development area, a 520 sq km zone on the east bank of the Huangpu river, will become one of the world's great business centres.

But Mr Yamada is under no illusion about difficulties involved. These range from inadequate infrastructure to a potential glut of office space.

Mori's strategy, he says, is to provide quality office space in a city where such accommodation is still at a premium and likely to remain so until the turn of the century.

"What exists, or is under construction, are good buildings, but they are still inferior according to our standards," he says.

But construction activity in Shanghai is so intense that it is difficult to predict how the market will evolve.

Shanghai's business districts, which straddle the east and west banks of the Huangpu, boast 300,000 sq m of good quality office space.

Within three years that figure will rise to 3m sq m with 60 per cent of the increase in the Pudong area. Oversupply is already becoming a headache for developers and this is reflected in a drop in rentals.

Mr Yamada said that from a peak in 1994-95 of \$3.20 daily per sq m a premium property like the Shanghai Centre, rents were down to \$2.50 from \$2.80. Mori itself was working on rents of \$1.4 a day for the first of its two buildings in Pudong.

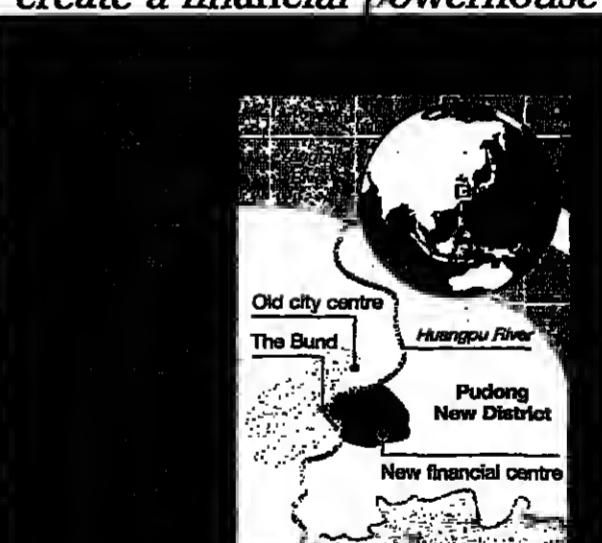
The bulk of construction in Pudong is located in the Lujiazui Finance and Trade zone, a 28 sq km area across the river from Shanghai's famous Bund, or waterfront embankment, home in pre-revolutionary days to banks and trading houses.

Shanghai's most visible landmark, its telecommunications tower, and other large structures such as the new Shanghai Stock Exchange, have risen rapidly from what was once a no-man's-land of decaying godowns and ship repair yards.

According to Mr Yan Nan-

Shanghai's high hopes

Tony Walker on ambitions to create a financial powerhouse



But in their efforts to bolster Pudong as the "dragon head" of the Yangtze river delta and valley, the central government is sparing little expense. In the Ninth Five Year Plan (1996-2000), Beijing has committed Yn94.9bn (\$11.8bn) to projects that include a power plant, port, subway, railway and international airport; the latter is due for completion by early next century and will make a huge difference to facilitating access to Pudong.

The authorities, who have extended tax holidays and other privileges to foreign-funded enterprises in Pudong, are also encouraging foreign banks either to move their Shanghai headquarters there or establish sub-branches.

The reward for such a move would be a coveted licence to conduct business in local currency. Foreign banks are presently excluded from yuan business throughout China.

Mr Wang Xiaoguang, vice-director of the Shanghai Housing and Land Administration Bureau, said his office had been "slowly restructuring" the real estate market because of concerns about oversupply.

In 1993, for example, the bureau had stopped leasing land for villa construction. Now it was watching the office market carefully, but Mr Wang did not perceive a serious glut at this stage.

"There is a decline in the real estate market, but it is not so serious yet," he said.

He noted there was a boom in leasing of land for factories. In 1992 only 2 per cent of land leased in Shanghai was for factory construction. In 1995 that figure had risen to 84 per cent, reflecting the city's rapid development as a base for foreign-funded manufacturing ventures.

Western real estate representatives, involved in marketing office space in Pudong, said the response among foreign companies had been positive. Mr Jeremy Seabridge, chief representative of Macquarie Property China, a division of Australia's Macquarie investment bank, said Beijing's support for Pudong should "provide a recipe for success".

Mori, judging by its commitment to Pudong, would agree with this assessment. If nothing else, the planned 460 m 95-store Mori tower, with its sculpted outline and aerodynamic hole to reduce wind drag, will help put Pudong on the international map.

The rise and rise of the garden gnome

Some gardens yield an unlikely crop. Susan Moore reports on the growing market for ornamental statuary

Only in the past 15 years have the contents of gardens come under the same scrutiny as the contents of houses. A shock of the late 1980s was the discovery that crumbling stone statues or bronzes streaked with verdigris in half-hidden arbours could be highly important - and phenomenally valuable - works of art.

In 1989 an early 17th-century bronze figure of a dancing faun by Adrien De Vries, court sculptor to the Emperor Rudolf II, which had been consigned to a Sotheby's garden ornament sale in Sussex, was recognised by the firm's sculpture expert, plucked from the sale and sold with a blaze of publicity in London for £8.5m. It was by far the most expensive piece of sculpture ever sold at auction, and is now in the Getty.

A marble "Fata Morgana" was spotted at a Christie's garden sale at Wrotham Park bought for a song by dealers Pat and Alex Wengraf, re-attributed to De Vries' master Giambologna, and re-offered to the world after restoration for several million.

Exceptional pieces seemed to crop up in the most unlikely gardens. In the grounds of a prep school, for instance, I discovered two unknown 18th-century marble Saxon gods made by Rysbrack for Lord Cobham's great garden at Stowe. Miraculously they were spared the obvious fate of most impromptu cricket stumps. The finer of the two now looks less at home in the sculpture court of the V&A.

It was in the boom years of the 1990s, of course, that a large number of country houses changed hands, bringing new owners with the funds to regenerate historic gardens or create new ones.

The number of specialist dealers in antique garden ornament grew. The problem now, according to one of the new men, Baron Sweets de Landas Wyborgh, who offers "everything for the garden that is not a plant", from the grounds of his Surrey home, is that "the supply of good things has almost completely dried up. I spend more and more of my time hunting, ducking and diving in order to find the kit." His pursuits invariably now lead to Europe.

Lindy Seago, of Pimlico-based Seago, in south London, probably the most academic of the new specialists, has also noticed a marked change in taste. "Eight or nine years ago our clients wanted marble. After the recession everything changed. People now want less showy pieces in stone or lead. They also want something that looks as though it has been in their garden forever."

Gone along with the stupendous prices

of the 1990s and the seemingly limitless supply, are the recurring horror stories of thefts of valuable garden ornaments - tales of midnight raids and weighty urns and statues crudely hacked off supporting bases. Immediately after the Rysbrack find was published, for example, the figures disappeared and were only discovered in roadside ditches the following morning thanks to posers of little boys in caps. Presumably they had been left there for dead-of-night collection.

"Too few people knew quite what they had in their garden," says Lindy Seago. "Now there is far greater public awareness, and the number of thefts appears to be diminishing. All the alarm companies now offer systems that can link garden statuary with the house."

Undoubtedly the greatest threat to garden sculpture and ornament remains the deprivations of the elements, particularly where rainwater is polluted by corroding sulphur dioxide. Carved detail loses its crispness, and any water that penetrates a damaged surface and freezes causes fracturing and splitting.

Needless to say, all those encroachments of nature favoured by the romantic gardener - lichen, overhanging greenery and creepers - spell doom for antique stone and metalwork. Finer pieces tend to be brought indoors for good or boxed in winter.

What could be found today on the market at any one time might range from monumental garden benches from Versailles to eye-market gnomes and Victorian faeries. Christie's next month could even supply you with a life-size rhino and gorilla (estimate £10,000-£15,000 each). The company's Philip Belcher says there is continuing popularity for gazehos and temples, good stone and cast-iron urns, particularly pairs, English 18th-century lead figures and pieces in Coade stone, a fired artificial stone renowned for the exceptionally high quality of its detailing.

Seago, for instance, has most things from a 19th-century stone lion fountain mask for £350 to a 5ft high version of the Borghese Centaur attributed to Bartolomeo Cavaceppi, the 18th-century Italian sculptor better known for his restoration of antiquities. They will be on show at Grosvenor House next month.

From Dolk Sweets de Landas' delightfully wild and gradually-to-be-restored garden at Dunsborough Park, Ripley (ring 01483-223366 for an appointment) one could pick up a 19th-century cast-iron urn, a late 17th- or early 18th-century limestone



A white marble figure of Cupid on a revolving mechanism, c.1850, attributed to Giovanni Maria Benzoni

grotto fountain, or a set of French limestone busts of the Four Seasons for £180,000. He is also exhibiting at Olympia next month.

Oldest of all the London dealers is Crofters of Sion Lodge. Here they offer anything from a pair of Japanese stone door gods at £18,000 to massive 19th-century stone lions after the magnificent

"Sleeping and Waking Lions" carved by Canova for Pope Clement XIII's monument in St Peter's. Perhaps FT readers might prefer their 18th-century German sandstone Mercury in his guise as God of Commerce.

On May 21 and 22, Sotheby's Sussex tempt browsers with a set of four Vienna stone faun musicians (estimate £3,000-

5,000). Last year's cheapest lot was a modern composition stone bust of Shakespeare, after Scheemakers, a snip at £46. Highlight of the garden sale at Bonhams Chelsea on the May 23 is a kneeling lead blackamoor. Attributed to the workshop of John Van Nust the Younger, he bears a bronze sundial and an estimate of £3,000-12,000.

Ballet Wildor makes Anna her own

The central truth of *Anastasia* is not that Anne Anderson was Anastasia. Kenneth MacMillan knew that she was not the Grand Duchess, and it was one of the odder triumphs of his original Berlin version, and of Lynn Seymour's incarnation of the title role, that the audience believed she was Anastasia. (A theatre full of Romanovs would have believed in Seymour at curtain-fall as she circled the stage on her bed).

The ballet's belief - and it was one stressed in the production made for Covent Garden in 1971 - was that identity is fragile, that in an alien and alienating world, a Freudian world, the quest for self-understanding can be a terrifying thing. The two "real" acts that open the 1971 staging are what Anne Anderson should have remembered. They explain and justify what happens her in the Berlin hospital scene. They are among the few happy dreams she might have had if she were truly Anastasia.

It is this question of memory that is so well suggested in the new staging, which I saw again on Tuesday night when Sarah Wildor appeared as Anastasia. Bob Crowley's designs are like hallucinations placed within the grey and enclosing walls of Anna's memory which we see in Act 3. Understanding of what happens must be of dream-like sequences. Childhood recollections are often of unchanging states: radiantly still summer days; the cliché of an endlessly white Christmas. Hence the almost becalmed beauty of MacMillan's first act, dominated by the Imperial family's emotional closeness and simple pleasures, shot through with those darker intimations of the Tsarevich's illness and Rasputin's menace.

To suggest this, and to show off the Royal Ballet as an ensemble, MacMillan produced a flood of classical invention for the Tsar's daughters and for the officers on board the Imperial yacht. The dance - with its combined bravura and lyricism - is an idealised view of behaviour: Anastasia's world as a place of physical clarity and brilliance. Amid the panache of the second set court ball, Anastasia is observer more than player: memory has become uneasy, and the young woman is confusedly aware that her world is more fraught. MacMillan is leading us towards the Berlin scene by subtle means: we sense causes for Anna Anderson's distress.

It was greatly to Sarah Wildor's credit that her first appearance as Anastasia on Tuesday should have so accurately caught these matters. That she is a most gifted dance-actress we have known for several years: her first Juliet marked her as an intuitive MacMillan artist. The child Anastasia she presented with entire conviction and delicately stated feeling. The young woman of Act 2 was equally well done as she questioned life, and suddenly questioned the relationships within her family - her dancing throughout these acts effortlessly expressive. But it was as Anna Anderson that we saw her qualities at full stretch. Everything in the choreography still shouts of Lynn Seymour's torso, of her legs and feet, her astonishing variety of pace and dynamic. Sarah Wildor buries herself in the text - movement seems absolutely natural, true, uncalculated - and finds Anna Anderson. It is her Anna. It is MacMillan's Anna, and it is a tremendous debut.

The surrounding interpretations seemed to me, as on the first night, largely splendid. Genesia Rosato was fine-drawn Tsarina, and the Grand Duchesses in those casts are beautiful in manner as in dancing. I do not think that Rasputin has yet been given sufficient weight in performance: he was darker and more brooding in the earlier staging. And, as a fashion note, it would have been wholly unlikely for Mathilde Kshesinskaya - ballerina assoluta and lover of jewels - to have appeared in performance wearing what looks like a piece of brown string laced with a single cairngorm round her neck. A triple row of large and determined real diamonds her was minimum outfit for the stage: her several Grand Ducal admirers made sure of that!

Clement Crisp

Theatre/Ian Shuttleworth

Responses to Nuremberg

As the first of the former Yugoslavian war crimes trials commences in The Netherlands, the Tricycle's artistic director Nicolas Kent reunites with Guardian writer Richard Norton-Taylor (who in 1994 edited the proceedings of the Scott Inquiry for Kent to stage) for this distillation of the 1945-46 trials at Nuremberg of leading Nazis.

Where the Scott production, *Half the Picture*, was an implicit condemnation of a certain political mentality, Nuremberg inevitably raises more fundamental moral questions: the more so as the trial extracts have been linked to a number of *Responses*, playlets addressing the issues around more recent atrocities in Haiti, Rwanda and former Yugoslavia. (On Mondays to Thursday, one of the trio is staged; on Fridays and Saturdays, all three.)

The three *Responses* suffer from the common problem that they necessarily locate themselves on the periphery of

monstrous events and so, contrary to the basic precept of drama, they must tell rather than show.

Although Felix Ossifson constructs an individual confrontation between a Hatt and a Tutsi in *Rwanda*, and Goran Stefanovski leaves his *Ex-Yu* with cynical black humour, the scenes bring little new either to the big issues or the human picture within them. Awful as it is to admit, they even induce a kind of morality fatigue. An audience grown habituated to living with what German philosopher Karl Jaspers (in the compendious programme notes) calls "metaphysical guilt" will not have that feeling sharpened any more by the *Responses*.

It seemed at first that the effect of pres-

enting *Nuremberg* after these moral updates would be less a case of closing the stable door after the horse had been shot than of reminiscing about the days when the stable even had a door.

However, Norton-Taylor's editing and Kent's staging have created a piece which is both dramatic and thought-provoking. The trials are staged complete with stenographers and translators, with individuals unobtrusively entering and leaving Saul Radomsky's set as they would over a prolonged set of hearings. Kent has woven a detailed background fabric which finely complements the adversarial exchanges between prosecutors and defendants.

Norton-Taylor has selected four of the 22 accused: Hermann Goering (Michael Coch-

rane), against whose contemptuous self-confidence the grandstanding bluster of American prosecutor Jackson founders; Field-Marshal Wilhelm Keitel (William Hoyland), the epitome of a noble Prussian general whose code of obedience proves inadequate when enlisted in the service of such evil; the Nazi party philosopher Alfred Rosenberg (Jeremy Clyde), whose desiccated intellectualism springs into life in defence of his odious theories; and minister of armaments Albert Speer (Michael Culver), who seems seized by a compulsion to confess and atone for his part in the Nazi machinery.

In addition, the testimony is included of Auschwitz commandant Rudolf Höss, played by a wonderfully affectless Thomas

Wheatley, whose dispassionate account of his role in dispatching a million and a half souls would, the defence counsel hoped, lessen the defendants' offences in comparison.

Norton Taylor also falls prey to the trap of recounting at length his decision to let British chief prosecutor Sir Hartley Shawcross recite an account of a mass shooting in the Ukraine. However, it is an inspired move to close not with the verdicts and sentencing (which are simply projected onto a screen), but with Speer's final personal statement to the tribunal - the chillingly prophetic observation that a Hitler could succeed in propagating his schemes because of technological developments such as telecommunications and broadcast media, ending with the words, "May God protect Germany and the culture of the west." As the *Responses* make clear, he did not.

At the Tricycle Theatre, London NW6 until June 8 (0171 328 1000)

INTERNATIONAL ARTS GUIDE

AMSTERDAM

CONCERT
Concertgebouw
Tel: 31-20-5730573
● Netherlands Philharmonisch
Orchestra with conductor Ken-ichiro Kobayashi and pianist Sergey Piskovitch perform Liszt's Piano Concerto No.1 and Tchaikovsky's Manfred Symphony; 8.15pm; May 13, 15, 17

BERLIN

OPERA
Staatsoper unter den Linden
Tel: 49-30-2082861
● Der Rosenkavalier; by R. Strauss. Conducted by Donald Runnicles and performed by the Staatsoper unter den Linden. Soloists include Tina Turner, Günter von Karren and Iris Barison; 6.30pm; May 14

BIRMINGHAM

CONCERT
Symphony Hall
Tel: 44-121-2002000
● The Birmingham Schools

Symphony Orchestra; with conductor Peter Bridle and violinist Tasmin Little perform works by Berlioz, Sibelius and Dvorak; 7pm; May 12

CHICAGO

THEATRE
The Goodman Theatre
Tel: 1-312-443-3800
● A Touch of the Poet; by Eugene O'Neill, directed by Robert Falls. The cast includes Pamela Prayton-Wright, Jenny Bacon and Brian Dennehy; Tue - Thu, Sun 7.30pm, Fri, Sat 8pm, Thu, Sat, Sun also 2pm; to Jun 8

COLOGNE

CONCERT
Köln Philharmonie
Tel: 49-221-2040820
● Kölner Philharmoniker; with conductor James Conlon, pianist Alfred Brendel and the Gürzenich-Orchester perform R. Schumann's Symphony No.3 in E flat major, Op.97 and Piano Concerto in A minor, Op.54; 8pm; May 11

COPENHAGEN

FESTIVAL
Det Kongelige Teater
Tel: 45-33 14 10 02
● International Ballet Festival; featuring performances by the

Roland Petit Ballet, Maurice Béjart Ballet, Kirov Ballet, Royal Ballet and the Royal Danish Ballet; 8pm; from May 13 to May 31

LONDON

CONCERT
Barbican Hall Tel: 44-171-6388891
● The London Symphony Orchestra; with conductor Mstislav Rostropovich and violinist Maxim Vengerov perform works by Britten, Tchaikovsky and Prokofiev; 7.30pm; May 12
Purcell Room Tel: 44-171-9604242
● François Le Roux; performance by the baritone, accompanied by violinist Stephanie Conley, cellist Jean-Guillaume Queyras and pianist Roger Vignoles. The programme includes Debussy's Trois Chansons de France, Cello Sonata and Trois Ballades de François Villon; 7.30pm; May 12
Royal Festival Hall Tel: 44-171-9604242
● The BBC Symphony Orchestra; with conductor Tadaaki Otaka and pianist Minoru Nojima perform works by Lyadov, Matsumura and Rachmaninov; 7.30pm; May 11

DANCE
Royal Opera House - Covent Garden Tel: 44-171-2129234
● Anastasia; a choreography by Kenneth MacMillan to music by Tchaikovsky and Martinu, performed by The Royal Ballet. Soloists include Viviana Durante, Miyako Yoshida and Bruce Sansom; 7.30pm; May 13, 15 (also 2.30pm); 17

MADRID

EXHIBITION
Museo Nacional del Prado

Tel: 34-1-4202836
● Goya; retrospective exhibition devoted to the Spanish painter Francisco de Goya (1746-1828), in celebration of the 250th anniversary of the artist's birth; to Jun 2

MILAN

CONCERT
Teatro alla Scala di Milano
Tel: 39-2-7203744
● Nathalie Stutzmann; accompanied by pianist Inger Soedergerm. The mezzo-soprano performs songs by Schubert, R. Schumann and Brahms; 8pm; May 13

NEW YORK

EXHIBITION
Guggenheim Museum Soho
Tel: 1-212-423-3840
● Abstraction in the Twentieth Century: Total Risk, Freedom, Discipline; landmark exhibition to examine abstract art from the beginning of the century to the present. On show are works ranging from abstract paintings made as early as 1912 by Kandinsky, Malevich and Mondrian to work made by Long and Stella on the occasion of the exhibition; to May 12
Whitney Museum of American Art Tel: 1-212-570-3600
● Kienholz: A Retrospective; this exhibition presents the full range of Kienholz's own work and his 20 years of collaboration with his wife and partner, Nancy Reddin Kienholz. More than 100 pieces, ranging from intimate objects to house-scale environments, are displayed; to Jun 2

THEATRE
Joseph Papp Public Theatre
Tel: 1-212-539-8500
● The Striker; by Caryl Churchill. Directed by Mark Wing-Davey. The cast includes April Armstrong, Marc Calamia, Torin Cummings and Jodi Melnick; Tue - Sat 8pm, Sun 7pm, Sat, Sun also 2pm; from May 12 to May 26

PARIS

CONCERT
Théâtre des Champs-Élysées
Tel: 33-1 48 52 50 50
● Alban Berg Quartet; perform Mozart's String Quartet No.18 in E flat, K.465 (Dissonanzen); 11am; May 12
EXHIBITION
Galeries Nationales du Grand Palais Tel: 33-1 44 13 17 17
● Corot; retrospective exhibition devoted to the work of this French painter of landscape and portraits (1796-1875); to May 27

ROME

CONCERT
Accademia Nazionale di Santa Cecilia Tel: 39-6-3811064
● Orchestra dell'Accademia di Santa Cecilia; with conductor Daniele Gatti, pianist Andrea Schiff and harpist Claudia Antonelli perform works by Brahms and Bussetti; 5.30pm; May 12, 13 (9pm), 14 (7.30pm)

THE HAGUE

EXHIBITION
Mauritshuis Tel: 31-70-3023456
● Johannes Vermeer; the first

presentation ever devoted solely to the art of the Dutch painter Johannes Vermeer (1632-1675) presents 21 of the existing 35 works known to have been painted by this master who lived and worked in Delft; to Jun 9

VIENNA

OPERA
Wiener Staatsoper
Tel: 43-1-514442960
● Les Contes d'Hoffmann; by Offenbach. Conducted by Jun Märkl and performed by the Wiener Staatsoper. Soloists include Nataile Dessay, Soile Isokoski, Alain Fondary and Jerry Hadley; 6.30pm; May 11, 14 (7pm), 17 (6pm)

WASHINGTON

DANCE
Opera House Tel: 1-202-416-4600
● Dance Theatre of Harlem; perform the choreographies Pas de Dix by Petipa, Fall River Legend by DeMille, Wingsborne by Houston, and Dougia by Holden; 8pm; May 10, 11 (also 2pm), 12 (2pm)
EXHIBITION
National Gallery of Art Tel: 1-202-7374215
● Jan Steen; Painter and Storyteller; this exhibition of approximately 45 paintings by Jan Steen examines the range of subjects and styles in this Dutch artist's body of work; to Aug 18

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Squawk Box

10.00

European Money Wheel

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Financial Times Business Tonight

COMMENT & ANALYSIS



Philip Stephens

In a spending spin

If UK taxes are to be held stable, let alone cut, and borrowing is to be reduced, there are no easy answers

If you have a passing interest in the outcome of the general election, watch carefully during the next few months the annual cabinet struggle over public spending. Tory divisions over Europe apart, this uniquely British ritual will define the ground on which the election is fought. It may also provide important clues as to the timing. Any day now a familiar spate of stories will elbow their way on to the front pages. You can guess the headlines: Hospitals face axe in new spending squeeze; Treasury to scrap maternity pay; Road-building slashed (again) to pay for tax cuts; Tory Right seeks bar on overseas aid. Take your pick. It is all part of the game. Each year the Treasury solemnly declares that prudence requires the public purse strings to be pulled tighter still. Each year the powerful Whitehall spending barons retort that politics, the national interest, or just about anything they can think of, demands that the strings are loosened. As the battle spills from the corridors of power, letters are leaked, journalists briefed, confidences betrayed. There is always as much form as substance, more posturing than principle. In this seasonal joust... Come the autumn, the buckets of synthetic blood are sponged from ministerial carrels. Fiscal reticence is somehow squared with pork-barrel politics. Miraculously, by the time Kenneth Clarke stands up to deliver his November budget, everyone is a winner. And, hey presto, there is room after all for tax cuts. I suppose this is a touch unfair to a process which has dominated the life of British governments ever since James Callaghan was obliged to call in the International Monetary Fund in 1976. Just a touch. John Major won the 1992 general election on the back of a public spending spree. The voters have since paid for its profligacy with the biggest tax increases in peacetime. One of those Majorite lines, however, has now been drawn. If you turn a blind eye to the odd off-balance sheet wheeze, the government has re-established a semblance of grip. There are better reasons, though, to pay close heed to what happens this year. This particular set of negotiations is the last before the election. It will mark out the campaign dividing lines between Conservatives and Labour on the appropriate size and role of the state. It will also shape the inheritance of the next government, whether it is led by Mr Major or by Tony Blair. But this year Mr Clarke may not be able to wait until November to deliver his budget. So, lest the prime minister is forced to fight the election this autumn rather than next spring, the Treasury has changed the rules of the game for the negotiations. Do not misunderstand. If they can avoid it, ministers have no intention of turning in their Whitehall limos before 1997. But as one of his cabinet colleagues remarked this week, Mr Major has not exactly had much luck of late. Plans must be laid for all contingencies. Understandably, the Treasury wants to minimise the ritual combat. It knows it cannot prevent the embarrassing headlines. But it can limit the damage by reducing the amount of acrimonious correspondence between William Most of the Treasury's cash reserve has been earmarked for the slaughtering of mad cows and to finance a £1bn social security OVERTURN

Waldegrave, the chief secretary, and his spending colleagues. The word has gone out that as little as possible should be put down on paper. The usual formal "bidding" letters to kick off the process - for long the source of some of the juiciest leaks - have been scrapped. This year Mr Waldegrave will not send each of his colleagues a letter demanding illustrative cuts in their budgets of 5 or 10 per cent. Nor will he accept missives from them demanding an extra 55m or so to keep the voters happy. Instead, the cash budgets already pencilled in for this year and next will be taken as the assumed ceiling for each department. Spending ministers will be told that most of the Treasury's cash reserve has already been earmarked to pay for the slaughtering of mad cows and to finance a £1bn overrun in social security spending. So, more money for priority areas such as health, education and the police will have to be paid for by savings elsewhere. And if they really do want tax cuts, the spending totals will have to be lowered even further. Even without a looming election this would be a more sensible way of doing business. Mr Waldegrave concluded as much last year when he received bids from the spending barons which would have added an extra £17bn to the £260bn total. At the end of the day there were no increases. Instead the Treasury actually cut spending by several billion. A bell of a lot of ministerial energy was wasted in the process. But it did not escape the notice of his cabinet colleagues that, in simplifying and telescoping the process, the chief secretary has opened up the option of an early budget, say in late September or October. None of this will make the actual spending decisions any easier. For all the idle chatter on the Tory Right about taking the axe to Whitehall, there are few obvious options. The

existing plans already envisage a real cut of 1 per cent in overall spending this year and increases of less than 0.5 per cent during the following two years. The Conservatives have never before delivered so fierce a squeeze. But if they want tax cuts, they will have to draw the noose tighter still. Public borrowing is overshooting. So the Treasury will insist that for every £1bn in tax cuts, spending must be reduced by £20m. That really would be painful. No doubt, Mr Blair's party will watch all this with deliberate glee. Old Labour will issue apocalyptic predictions of an end of the welfare state. Those who count themselves New Labour will speak in grandiose terms about how they would reshape priorities, or find convenient billions here to dispense more effectively there. Chris Smith, the shadow social security secretary, took a step along that road earlier this week in what was billed as a watershed speech on the future of the welfare state. Some foresaw in Mr Smith's words a radical rewriting of past policy. I shall believe it when I see it. Of course it is important that Labour now seems to understand that simply dishing out cash to the poor does not add up to a sensible welfare policy. It is real opportunities, and above all job opportunities, that count. But, pace Mr Blair, there is nothing New about the notion that those in receipt of benefits should acknowledge duties as well as rights. And the recent row in the shadow cabinet about child benefit reminded us that, when it comes to hard decisions, Labour is a good deal stronger in principle than practice. The reality is that if taxes are to be held stable, let alone cut, and borrowing is to be reduced, there are no easy answers. And there is precious little room in the short to medium-term to shift the balance of spending priorities. October or April, the general election will not change that.

LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9JL

We are keen to encourage letters from readers around the world. Letters may be typed on one side of the paper. Please send to the editor, Financial Times, 1, The Adelphi, London WC2E 7HT. E-mail: letters.editor@ft.com. Translation may be available for letters written in other languages.

Need is for a greater commitment to work

From Mr Richard L. McDowell

Sir, Richard Danekin's review of Michael Dukkerley's yet to be released book indicates that he believes Dukkerley when he projects a future where people enjoy abundance and do not work in traditional terms (Recruitment "Paradise lost and the Protestant work ethic", May 3). However, I believe that we are confronted with just the opposite need in our advanced technological societies. We need to extend our commitment to work, rather than withdraw it. We already have strong, bright people walking away from work (we call it retirement) when we have apparently intractable social difficulties as well as "real" problems such as potholes and out-of-date organisations that plague us all. If that is not enough, we have environmental work to be done that we cannot describe adequately, let alone manage. We need more robots and more work. I would think we need to align our incentives to keep more people working on problems that are all too intended. Fifty years isn't going to be enough to get the work done we know about, let alone that which will come along during that period.

Richard L. McDowell, dean, School of Business and Economics, Chapman University, 883 N. Glassell, Orange, California 92666-1032, US

Russia: a behemoth going own way

From Mr Stefan Sullivan

Sir, One may agree with much of Martin Wolf's timely pre-election post mortem on Russia's transition to democracy ("How the west failed Russia", May 7) but the problem itself is wrongly posed. Russia was never the west's to fail. On the one hand, western assistance was too unco-ordinated, incompetent and self-interested ever to do much good, at least on the economic end. Besides the obvious point that many consultants hung around like medical students who'd been taught the general cure for a disease but had no understanding of their patient's medical history, the principal mistake was to assume that post-Soviet Russia was some kind of ideological and economic El Dorado to be occupied by outsiders once the party lost control. In fact, from the beginning, the fate of Russia, good or bad, was determined by the Russians themselves. From the local industrial bosses who jealously guarded their privileged access to under-priced assets to the sleek Moscow brokers, computer hacks and domestic appliance distributors who found trading with the west useful only because it offered higher mark-ups, the Russians have viewed foreign assistance more as a free hand-out for personal enrichment, rather than some blessing they should shower with gratitude.

True, macroeconomic stabilisation, democratic transparency and capacity building are necessary markers along the path of transition. But the real problem is that Russia, unlike Poland or the Czech Republic, has never seen itself as a developing country or a grateful junior member of a western club. It is a Eurasian behemoth that prefers to do things its way, no matter how Byzantine, bull-headed and downright barbaric this way often appears. With or without the much-feared communist resurgence, Russia now looks set to go its own way. Stefan Sullivan, 66 Ave. de New York, 75016 Paris, France

BSE: missing link needs to be found

From Mr Björn Fridfinnsson

Sir, The suspected precursor of the BSE, or mad cow disease - scrapie in sheep - reached Iceland in 1876 by the importation of an English ram from Denmark. The disease became prevalent in a limited area of Iceland for the next 70 years, but it was kept under control by stamping out flocks which contracted scrapie as soon as the disease was discovered. Since the 1950s, outbreaks have occurred outside the original area and have caused considerable economic loss to farmers, but the disease has been kept under control by slaughtering infected flocks and keeping the farm or the farming area without sheep for some years, followed by thorough cleaning and disinfecting of its premises before re-stocking. Attempts to eradicate the disease completely from Iceland have, however, not been successful, probably due to an unknown carrier of the disease between animals. The University of Iceland's institute for experimental pathology at Keldur has for decades carried out extensive research on scrapie in co-operation with other research bodies. Recent findings indicate that the missing link might have been identified as being hay mites. Another recent development in this field, according to Icelandic press reports, is a possible development in the US of a scrapie test. Press reports about BSE reveal that there are serious deficiencies in the knowledge of the disease, how it spreads between animals and what kind of measures will suffice to eradicate it. If the Icelandic scrapie experience is applicable to BSE in the UK, there might be an unknown carrier spreading the disease between animals and a large-scale stamping out of herds might not be sufficient. A crash programme to develop a BSE test and selective culling based on the application of such a test, plus an extensive search of possible carriers of the disease between animals, seems to be necessary if the disease is to be brought under control in the UK. Björn Fridfinnsson, Hæt Veiðileið 13, 1970 Wezembeck-Oppeem, Belgium

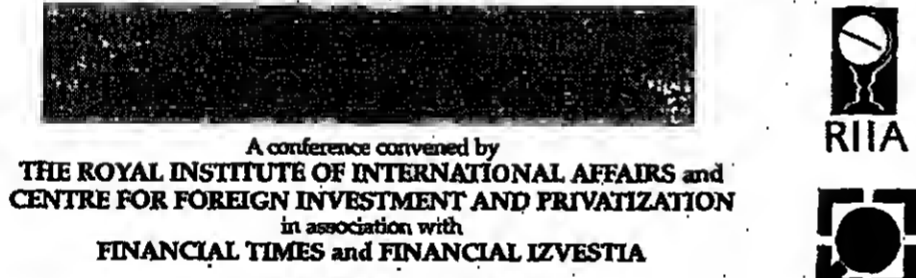
Clearly, the old boys' network is still alive and well...

From Ms Judith Hoyle

Sir, I note that many of your readers (Letters, May 7) reacted strongly to Martin Wolf's piece ("Jobs for the boys", April 30). Maybe I will therefore not be the only

reader to wonder why I am being informed that BA's marketing director, who has just resigned ("Head of marketing quits BA", May 6), "played football for England schoolboys and, later, Oxford

United"? The old boys' network is obviously still alive and well at the FT. Please do not take this as a desire to be told, in an attempt to promote equality, which netball teams senior women executives might have played for. Judith Hoyle, Guillermo Prieto 04, Col. San Rafael, 06470 Mexico D.F., Mexico



A conference convened by THE ROYAL INSTITUTE OF INTERNATIONAL AFFAIRS and CENTRE FOR FOREIGN INVESTMENT AND PRIVATIZATION in association with FINANCIAL TIMES and FINANCIAL IZVESTIA London, 20 & 21 May 1996

Opening Address: A Kazakov, Deputy Prime Minister, Chairman, State Property Committee, Russia; G de Seltens, Deputy Vice President and Director of Russia Team, EBRD. SESSION 1: RUSSIAN FINANCIAL MARKETS - WHAT ARE THE PROSPECTS? STATE OF THE RUSSIAN STOCK MARKET: D Vasiliev, Chairman, Federal Commission on Securities and Stock Market, Russia. RUSSIAN FINANCIAL MARKETS: SPECIFICS OF DEVELOPMENT: S Aleksashenko, First Deputy Chairman, Central Bank of Russia. PRIVATIZATION: NEW OPPORTUNITIES: I Lipkin, First Deputy Chairman, Federal Property Fund, Russia. FINANCING THE STATE BUDGET: ROLE OF GOVERNMENT BONDS: B Zlaidis, Head of the Securities Department, Ministry of Finance, Russia. SESSION 2: RUSSIAN CAPITAL MARKET INFRASTRUCTURE AND REGULATORY ENVIRONMENT. LEGISLATION OF THE RUSSIAN STOCK MARKET ACTIVITIES: WAYS OF DEVELOPMENT: E Orekhov, Head, State Legislation Department, Presidential Administration and First Deputy Chairman, Federal Commission of Securities and Exchange, Russia. RUSSIAN STATE DUMA: REGULATING GOVERNMENT SECURITIES MARKET: M Zadornov, Chairman, Budget Committee, State Duma, Russia. STATE ANTIMONOPOLY REGULATION OF THE STOCK MARKET: V Belov, Deputy Chairman, State Antimonopoly Committee. STATE SECURITIES MARKET INFRASTRUCTURE: Speaker from Moscow International Currency Exchange (MICEX). SESSION 3: RUSSIAN CAPITAL MARKET INFRASTRUCTURE. RUSSIAN STOCK MARKET DEVELOPMENT: INSTITUTIONAL ASPECT: D Ponomarev, President, PALFOR. REGIONAL STOCK MARKETS IN RUSSIA: V Kovrkin, Director, Foreign Investments, Federal Stock Corporation. INFORMATION AND TRADING SYSTEMS: FUTURE PROSPECTS: K Mezhdikin, General Director, Interfax-Dealing. OVER-THE-COUNTER TRADING: A Datsenko, General Director, Moscow Partners (Securities). RUSSIAN ISSUES: TRENDS AND PROSPECTS: A Kuskusarev, Managing Director, CFP Financial Management Group. EMERGING REGISTRATION SERVICES: D Shatloff, President, National Registration Company.

SESSION 4: ECONOMIC PROGRAMMES OF THE PRESIDENTIAL CANDIDATES PARTIES. Panel discussion with Senior Representatives from the Communist Party of the Russian Federation; the Liberal Democratic Party of Russia; "Our Home is Russia" and "Yabloko". IMPLICATIONS FOR RUSSIAN FINANCIAL MARKETS: C Granville, Head of Research, United City Bank.

SESSION 5: RUSSIAN CORPORATE SECURITIES. GAZPROM SHARES AND STOCK MARKET: WHAT TO EXPECT. Speaker from Gazprom. DEPOSITORY RECEIPTS: WHY ISSUE? V Schmidt, Vice President, LUKoil. SURGUTNEFTGAS SECURITIES: TARGETED TO THE WORLD STOCK MARKETS: N Olsbanova, Deputy General Director, Surgutneftgas. INITIAL PUBLIC OFFERINGS: FUTURE PROSPECTS: R Simonian, First Vice-President, Rosneft.

SESSION 6: RUSSIAN CORPORATE SECURITIES. UNIFIED ENERGY SYSTEMS OF RUSSIA AND ITS SUBSIDIARIES: A Lopatin, Director, Department of Securities, UES. TELECOMMUNICATIONS: IN NEED OF DEBT AND EQUITY FINANCING: V Boldin, Ministry of Communications, Russia. FINANCIAL AND INDUSTRIAL GROUPS AS INVESTMENT TARGETS: I Emakova, Chairman of the Board, "Ruschin".

SESSION 7: GOVERNMENT SECURITIES. RUSSIAN CENTRAL BANK AND GOVERNMENT SECURITIES MARKET: A Kostov, Deputy Chairman, Head of the Securities Department, Central Bank of Russia. GOVERNMENT BONDS: TODAY AND TOMORROW: S Gorbachev, Member of the Board, Alfa-Alliance Bank. MINIFIN BOND MARKET DEVELOPMENT: Y Kondratyuk, Deputy Chairman, International Moscow Bank.

SESSION 8: PANEL DISCUSSION - POLITICAL AND FINANCIAL RISKS IN RUSSIA. S Aleksashenko, First Deputy Chairman, Central Bank of Russia. M Uinov, Head of the Analytical Directorate in the Russian President's Administration. Prof R Layard, Director, Centre for Economic Performance London, School of Economics.

Registration form with fields for Name, Position, Department, Address, Postcode, Country, Tel, Fax, Type of Business, Card No., and Signature.

Registration fee information: £1,095.00 per delegate (plus VAT @ 17.5%, £128.63, Total £1,223.63). Includes contact details for Julia Thomas, The Royal Institute of International Affairs, 10 St James's Square, London SW1Y 4LS, UK. Tel: (44) 171-837 5700. Fax: (44) 171-837 5770.

Europa • Otto Lamsdorf

Four more years at the helm

It is essential that Chancellor Kohl stays in office to see through his economic package



Helmut Kohl: treats his parliamentary opponents with scorn

Two weeks ago, Jochen Thies argued in this column that it was time for Chancellor Helmut Kohl to step down from office on the grounds that his domination of the political scene was not good for German democracy. In the past, I have had my differences with Mr Kohl and publicly criticised his leadership - most recently because he hesitated far too long before tackling Germany's economic problems. But now he has announced a package of measures to deal with those problems. I believe it is essential for Germany that Mr Kohl stays at the helm for at least another four years to see them through. Stage-managing German unification has already secured a place in the history books for Mr Kohl - together with Hans-Dietrich Genscher, foreign minister at the time. In the post-unification years, he has focused on prominent foreign policy issues which tend to promise little bother and a good press. Like other statesmen, he was convinced that taking the spotlight on the international stage would make problems at home appear small and insignificant. But the German economy is now so feeble, the tax burden so oppressive and the number of jobless so great that not even the chancellor can turn a blind eye to it. The government has scaled down its estimate for growth in gross domestic product for the first half of 1996 to 0.75 per cent. Last year, it forecast a rise of more than 2 per cent. Unemployment has risen steadily, with about 4.5m now out of work - roughly 10 per cent of the workforce. Germany's budget deficit for 1996 will again fall short of the Maastricht target of 3 per cent of GDP for entry into economic and monetary union. Mr Kohl's package of economic measures will cut public spending at federal and state level by about DM25bn (€16bn),

encourage job creation and reform the social security system, with special emphasis on curbing pension expenditure. There are also plans for a massive reduction in the excessively heavy burden of taxes and social contributions and a radical simplification of the tax system. These are all necessary to make Germany better able to compete with other industrial economies. Though unpopular, the package is urgently needed. It has provoked outcries from the Social Democratic opposition and the unions, but it is something that will ultimately have to be accepted either in its present form or in a similar one. If it is defeated by pressure from those fearing progress and reform, Germany will be unable to keep up with the leading world economies. At home, rising unemployment could pose a considerable threat to Germany's democratic stability. Chancellor Kohl has recognised these dangers and adopted the correct response with his package - although pretty late in the day. Economy, moderation and going without are virtues that Germans find difficult to accept. People have grown used to steady economic growth prosperously and - in some instances - lavish standards in social security. Spending on social

benefits accounts for a third of the federal budget: on average, social security costs about DM33,000 a year per head. Yet any proposal to make even the slightest cut in these social benefits provokes a collective cry of outrage. The numerous interest groups in Germany are as thin-skinned as the princess in the fairy tale who can detect a pea underneath the 10 mattresses on her bed. Their principal task is to make sure everything stays the way it is - even though the world is changing fast. I believe Mr Kohl is the right man to see the package through. He knows that the next federal elections in 1998 will not be decided on foreign policy issues. What is really important for victory is lower taxes and fewer unemployed. He is also aware that the governing coalition of the Christian Democratic Union, its Bavarian sister party the Bavarian State Union and the Liberal Free Democratic party has the best chance of remaining in office if he remains candidate for the chancellorship. Mr Kohl has not yet said whether he intends to run for another term. He is, of course, much too sturdied for that. He wants to be asked. Only when cries of "Play it again, Helmut!" are heard sufficiently loudly from the ranks of his party will he set aside

his apparent reservations and, as if prompted only by selflessness, enter the fray once more. And who else could do it? The question of a successor is still wide open. Apart from Mr Kohl there is scarcely any conservative politician who has the status required of a future chancellor. Among other things, this may be because nothing much can flourish beneath a mighty oak. When the time finally comes for a new generation to take over in the Christian Democrats, we can expect to see plenty of excitement and probably a good deal of infighting as well. But until that time, there can be no doubt about the authority wielded by Mr Kohl. It is true that he rules the cabinet with an iron hand, bestowing favours on those he considers deserving and letting others feel the weight of his wrath. And 14 years in office have evidently diminished his ability to take a detached view of his own actions - criticism is not welcome and he is said to be less and less amenable to constructive advice. In parliament, he treats his opponents with vitriolic scorn or drives them to desperation with a pointed show of impassiveness. Yet although the ruin of a gracious monarch which Mr Kohl occasionally adopts may be hard to take, he remains one of the last of the great leaders still active in international politics. So why should he now leave the stage without any successor in his own party who could guarantee to match his political achievements? The governing coalition has made errors, some of them serious, in the past. But the parliamentary opposition put up by the Social Democrats and the Greens is so feeble that their performance in government, were they allowed to take office, would presumably be even more miserable. The only government with sufficient strength to master the challenges confronting Germany is the present coalition. And Helmut Kohl knows, too, that staying on until 2000 before retiring would be absolutely ideal for the history books. The author is a member of the Bundestag, a former economics minister and leader of the Free Democratic Party between 1988 and 1993.

COMMENT & ANALYSIS

FINANCIAL TIMES

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MFN is a must for China

Once a year the US has to decide whether to drop the economic equivalent of a nuclear bomb on its trade with China. The decision on whether to renew China's most-favoured nation status may sound boringly technical, but it is not. The damage done by failure to renew MFN treatment would be incalculable. For that reason, most sensible people assume it cannot happen. The worry is that it may.

Now China's exports enjoy the same tariff treatment as that accorded to other US trade partners. If China were to lose MFN status, however, US tariffs against its exports would become prohibitively high. Failure to renew MFN would be the commercial equivalent of open war. This would have devastating consequences for China. Hong Kong, foreign investors in China, and not least, relations between the US and China. It would be particularly damaging to the position of those Chinese who favour international engagement and economic opening, while strengthening that of their more inward-looking and reactionary counterparts.

The administration understands these dangers. It is overwhelmingly likely therefore that, on or before June 4, it will recommend renewal of MFN. The risk, however, is not just that Congress may override President Clinton's decision, but that it may possess the two-thirds majority required to overturn the president's subsequent veto.

The reasons for this are obvious. Newt Gingrich may have come out in favour of renewing MFN, as, happily, did Senator Robert Dole, the Republican presidential candidate, in forthright terms yesterday. But China is in the dog house - over its handling of Taiwan, human rights violations and trade surplus with the US. Inadequately contentious is China's alleged failure to implement agreements on

protection of copyright and accord market access to foreign producers of films, recordings, software and books which propose joint ventures with Chinese plants. US irritation is understandable. But this could not excuse a blunder as serious as failure to renew MFN. A weapon so destructive and indiscriminate must not be used. The US must, instead, employ far more targeted instruments, which will succeed in making the necessary points, without sacrificing this hugely important bilateral relationship.

What is needed is, first, to differentiate trade complaints from other concerns, such as human rights. Commercial policy is not an effective instrument for dealing with wider worries. It should, instead, be targeted on trade, with a view to strengthening those forces within China attempting to open up the economy and establish the rule of law.

The second need is to approach trade in a more systematic way. This is why successful completion of the negotiations on Chinese membership of the World Trade Organisation is so important, since that would commit China to explicit steps towards opening up the economy. Furthermore, complaints against Chinese practices could then be made within the context of the WTO and be, correspondingly, much less humiliating for China to accept.

The danger is that US commercial relations with China will remain stuck in the annual cycle over MFN renewal. Alternatively, the focus of its efforts may be too narrowly on disputes in specific industries or, less justifiably still, on redressing the bilateral trade deficit. The overriding aim should be, instead, to cajole a reforming China into taking its position as a responsible great power. Everything else misses the point.

US and Israel

The Clinton administration's unrelenting support for Israeli actions over the past two months has compromised its role as "honest broker" between Jew and Arab. It is compromising Washington's Arab allies like Egypt, Jordan and Saudi Arabia, and could well compromise its own strategic interests in the region.

With Israeli prime minister Shimon Peres facing a tight election this month, and President Clinton up for re-election in November, both men seem to have lost sight of their long-term aims in the Middle East peace process.

Mr Clinton has sought to make Israel believe they can have security and peace with their Arab neighbours. Mr Peres has insisted on a "new Middle East" and "normalisation", with peace between peoples as well as governments. The strategy is right, the tactics increasingly are wrong.

For 17 days last month, Israel bombarded Lebanese people and infrastructure to deal with Hizbollah guerrillas. For two months it has blockaded the Palestinian territories to stop Hamas suicide bombers. These actions, supported by the US, have done little except

turn Arab public opinion against "normalised" relations with Israel, and against Washington.

That hostility has grown after this week's UN report questioning Israel's assertion that its artillery massacre of over 100 Lebanese refugees at Qana on April 18 was an accident. Instead of recognising, like Britain, that Israel has a case to answer, US officials have blustered against the UN.

Nor does it serve Israel's interests to collude in US efforts to freeze France and Russia out of last month's "shuttle diplomacy" to end the Lebanese crisis. France has access to Iran, and Russia to Iraq, the two countries Israel sees as strategic threats. France, moreover, is now the toast of Arab leaders nervous at being too identified with Washington.

Fourteen Arab leaders went to the unprecedented March "anti-terror" summit in Sharm el-Sheikh, hastily assembled by Mr Clinton to shore up Mr Peres after the Hamas suicide bombings in Israel. Their intention was to say that terror should not be allowed to dictate the Middle East agenda. It was not to license a US-backed Israeli assault on Lebanon.

Design matters

There are few artists, or artisans, whose work is deemed worthy of one centenary exhibition at the Victoria & Albert Museum in London, yet William Morris, the 19th century poet, painter, furniture-maker and socialist reformer, has had the honour of two. The first commemorated the hundredth anniversary of his birth in 1834, and the second, which opened this week, that of his death in 1896.

The wealth of affection and admiration for Morris is unsurprising. He is by far the most famous and arguably most popular designer that Britain has produced. The hand-crafted wooden furniture he made for his own home was snapped up by his contemporaries; and the vision of Morris's retreat from the urban industrial society he reviled to his rural idyll at Kelmscott Manor in Oxfordshire inspired the next generation of artists and intellectuals to embrace his ideals in the Arts and Crafts Movement. Even today, swaths of Britain are wallpapered and stained by Morris's depictions of flora and fauna.

All Mr Morrismania amounted to was the engaging spectacle of a bearded bohemian with a flair for flowery patterns, his influence would be wholly benevolent. He could also be hailed as a founding father of the "heritage business" of Liberty prints, Laura Ashley smocks, admission tickets to stately homes and other totems of traditionalism, which is a signifi-

cant source of exports and invisible earnings.

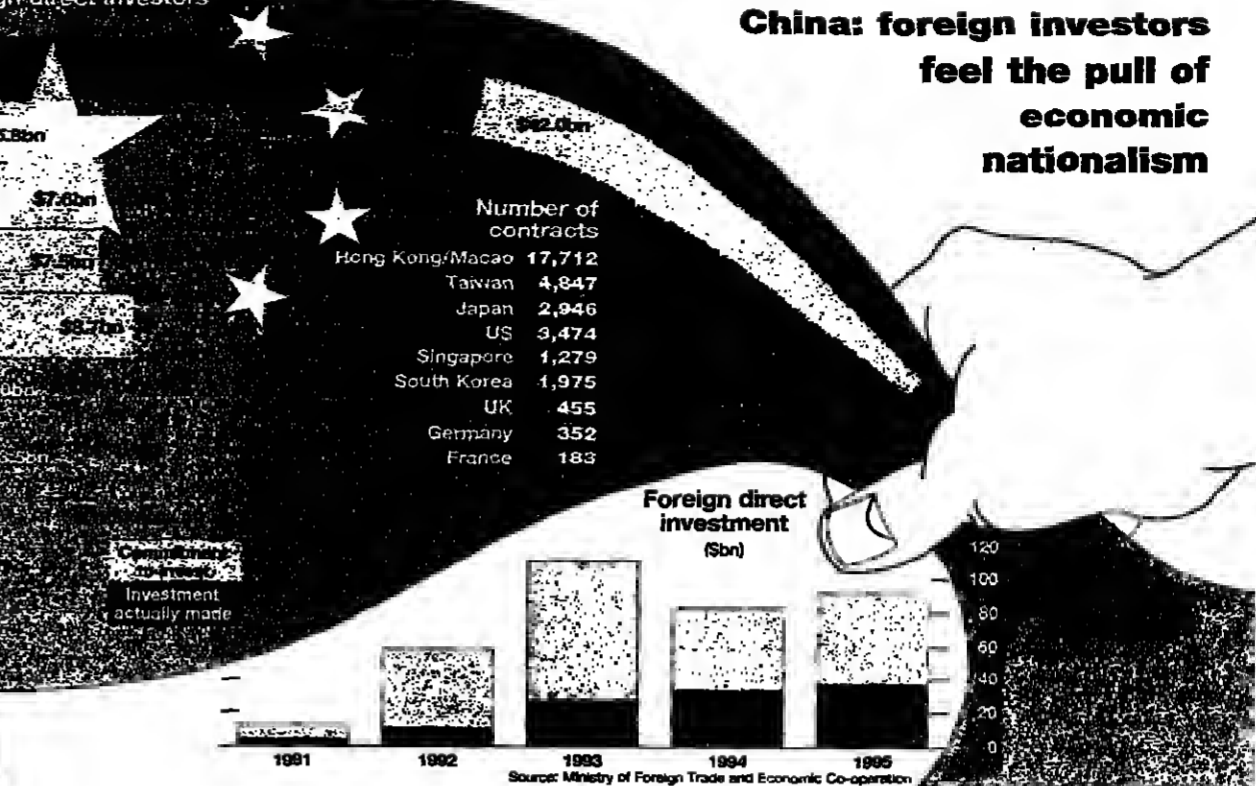
Yet there is another side to the William Morris legacy. His craft ideals and vehement opposition to industrialisation contributed to the creation of a cultural climate in Britain which has run counter not only to manufacturing industry, but to modernism.

It would be absurd to hold either Morris, or his mentor, John Ruskin, responsible for the decline of the UK's manufacturing sector. But their theories lent intellectual credence to the view that "trade" was a vulgar pursuit, an idea also reflected in the way that grander banks declined loans to manufacturers in the last century, and bright graduates eschewed industrial careers in this one.

The naturalistic imagery in Morris's designs has helped foster an aesthetic climate in which a nostalgic view of the rural past is favoured over a modernist vision. Hence British houses tend to be filled with stripped pine and prints, rather than contemporary furniture. And the talents of the industrial design graduates of the Royal College of Art, a few streets away from the Victoria and Albert Museum, have been put to commercial use by German and Japanese companies, rather than those that remain in the UK. It is right to take pleasure in Morris's work, so long as we recognise that design plays a central role in a healthy industrial economy.



Li Peng, Chinese premier



China: foreign investors feel the pull of economic nationalism

Far less of an easy ride

An unsettled political climate means China may be a more difficult place to invest for some time, say Tony Walker and John Ridding

Foreign business in China has experienced a roller-coaster existence since Beijing tentatively opened its doors in 1978. The past five years have seen a flood of new investment, but investors are now facing a less welcoming response from the authorities.

Some tax benefits for foreign investors are being phased out and Beijing is becoming choosier about the categories of investment it welcomes. Chinese enterprises are also more selective about prospective foreign partners and less prepared to give them control of joint enterprises.

Other barriers have been erected by a series of directives designed to exert more effective controls on foreign investment and channel it into priority areas such as high-tech industries, agriculture, transport and energy, to keeping with a general lack of transparency, many of these directives do not see the light of day - but they create additional visible obstacles.

Such changes reflect a more nationalistic mood in China, accompanied by a degree of smugness about Chinese success in attracting more than \$100bn in investment since 1978. China ranks second to the US as a global destination for foreign direct investment, and is currently absorbing about a third of all foreign investment to developing countries.

The uneasy political climate, created by the protracted political transition to a new generation of leaders in place of the ailing Deng Xiaoping, appears to be contributing to a less receptive atmosphere.

Ms Anne Stevenson-Yang, chief representative in Beijing of the US-China Business Council, says China is "in the middle of one of its periodic downturns" for investors. "China's investment policy has taken a conservative turn and is generally less hospitable than it was a year or two ago."

One move that has particularly unnerved foreign investors was the abrupt decision late last year to eliminate tax and duty exemptions on imports of capital equipment by foreign-invested enterprises from April 1. This will add as much as 40 per cent to the cost of new ventures.

Investors complain that not only was there little opportunity to discuss the implications of the new rules with the Chinese but the transitional arrangements are meagre. For projects up to \$30m, exemptions on duty extend only to the end of this year, and on larger projects to the end of 1997.

The measures themselves make it less attractive to invest in China, particularly in capital-intensive, high-technology projects," says the US-China Business Council. "But the secretive decision-making process has further created an atmosphere of volatility and confusion which confounds prudent business planning."

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Despite the somewhat less encouraging business environment, recent surveys indicate no slackening in interest in China among foreign investors.

Commitments to invest in the first quarter of this year surged to \$27.1bn (£18bn) up 88.8 per cent on last year. This may have been because investors were scrambling to win project approvals before the April 1 deadline for removal of tax benefits for capital equipment imports, but the fact so much investment was in the pipeline indicates a continuing strong commitment to China.

The amount of foreign direct investment that had actually been made reached \$135.2bn in 1995 and is expected to exceed \$150bn by the end of this year. Commitments to invest stood at \$394.5bn at the end of last year, with 258,788 contracts.

A survey of members of the US-China Business Council, released last year, found that 78 per cent were either profitable or meeting expectations - "despite numerous operational difficulties".

The majority of US companies believed they were on track to achieve long-term returns on their investments in China of between 16 per cent and 20 per cent. Their main concerns were over costs, bad debts, bureaucratic interference, transport problems, the low quality of local inputs and raw materials, and difficulties of access to yuan loans for working capital.

Other surveys support these findings. A poll last year of 47 mainly western multinationals by the Economist Intelligence Unit and Andersen Consulting found 60 per cent of ventures in China were operating profitably. Most had become profitable in two years.

But the EIU-Andersen survey also reported that tighter margins in China than in other developing countries - confirming anecdotal evidence that China is a tough market and getting tougher.

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OBSERVER

Very nice while it lasted

It was never exactly a marriage forged in heaven, but the final divorce in South Africa between the National Party and the ANC almost certainly brings down the final curtain on the remarkable cabinet career of Pik Botha, one of the most country's most redoubtable politicians.

Under the new government, Botha served as minister of mineral and energy affairs. Before that, though, he performed the thankless task of serving as foreign minister under successive apartheid governments for 17 years. Despite his apartheid past, Botha was popular across the racial divide; when he said he was an African, it was possible to believe him.

He has some rare qualities for a Net, not least a sense of humour and an ability to cut deals. A relative liberal within the National Party, Botha once suffered a public mauling from former president FW de Klerk for having the temerity to suggest South Africa might one day have a black president. Pik probably never thought he'd live to see the day.

Second splash

Hold the front page. Warreo Buffett, who has already managed

to get himself into the news rather a lot this week, has rejoined the board of the Washington Post.

Buffett fans will recall how the great man's association with that journal began as a small boy on his paper-round. Years later he bought shares in the company, and enjoyed a warm relationship with Katharine Graham, who took control of the Post when her husband died in 1962.

He went onto the board first time around in 1974, after accumulating a 10 per cent stake, but was forced to step down again after Berkshire Hathaway, his holding company, bought a stake in Capital Cities in 1986. The US regulators would not let him sit on the boards of both media groups.

With the recent takeover of CapCities by Walt Disney, in part engineered by Buffett, he is at last free to rejoin his beloved Post.

Store of value

It seems that the havoc wreaked by last Sunday's fire at the Paris headquarters of Credit Lyonnais was not complete.

Remarkably, 11 valuable paintings adorning the bank's *salle de reception* - including a Picasso, a Utrillo and a Dufy - emerged unscathed. A relief to all concerned, one imagines, seeing that they were on loan from the Georges Pompidou Centre, in exchange, somewhat oddly, for the use of premises owned by the bank

in Bayeux.

Whatever quirk of artifice saved the art, Henri Germain, the bank's founder, would have approved. For a good deal of thought went into the building's design when it was erected in 1878 - principally in the direction of making it readily convertible into a department store.

Germain, the story goes, wanted to be able to turn the premises into a shop if the bank proved not to be a success. One wonders whether any thought was given to making the conversion after the bank reported a loss of FF712.1bn in 1994.

Shaken about

A long-running turf battle between Manila's securities and exchange commission and the Philippine stock exchange has now reached absurd proportions.

After infuriating the PSE by overruling its decision to ban a controversial resort developer - Puerto Azul Land - from listing on the market earlier this year, the SEC is busily rubbing salt in the wound.

The PSE, which opted on Monday to ignore the SEC's decision, was yesterday surprised to read newspaper headlines stating that the SEC had again overturned the PSE's ruling. Not only that, but it had failed to inform them.

Eduardo de los Angeles, the

PSE's normally unflappable chairman, was seen pacing up and down his office yesterday, after being told to send a courier to pick up the SEC's ruling. The SEC had, among others, faxed the results to Reuters and other news agencies the previous day.

Poor old Puerto Azul is left helplessly watching this farce from the sidelines.

Pigged out

Pity the valiant US diplomats in Kampala. As they negotiate the pothole-ridden roads of the Ugandan capital, they travel by a very untrendy, British-made vehicle called the Reliant Robin, which not even its fans can term beautiful. It's popularly known by British policemen as the "plastic pig" - a reflection of its fibre-glass bodywork and a tendency to flip over in high winds.

In fact, the US embassy has a fleet of 10 of the three-wheeler vehicles which are powered by an 800cc engine, able to accelerate from 0-60mph in, oh, well under a day. Embassy staff insist the Robins are quick and easy to park.

But Observer understands the real reason why the Kampala-based Americans have their Robins dates back to a demand for more road vehicles from the State Department. Apparently, the request was for some vehicles that were not four-wheel drive. So that's what they got.

Financial Times

50 years ago

Coal strike in the U.S. Washington, 9th May. President Truman disclosed at his Press Conference to-day that he was contemplating seizing the U.S. railways which are at present being progressively crippled by the present six-week-old coal strike. He refused to disclose what, if any, steps were under consideration to deal with the coal strike direct, but claimed the walk-out was gradually and slowly becoming a "strike against the Government," which, on earlier occasions, he has held to be illegal. The strike was "just as serious as it ever was and threatening to become worse," said President Truman.

German control office The following words were uttered by the Chancellor of the Exchequer in his Budget speech in April. "We are spending this year no less than £90,000,000 under the estimate for the Control Office. This is a large figure. So far we are getting little in return, and that is a matter which may have to be probed to this House one of these days." In to-day's debate on the Control Office for Germany and Austria the House will proceed to this "probing," in effect this burden of £90 millions is tantamount to this country paying reparations to Germany.

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LAWYERS FOR BUSINESS

**Washington demands tougher action on piracy
 China steps up warning to US over trade threat**

By Tony Walker in Beijing and Jurek Martin in Washington

China yesterday stepped up its threat of vigorous retaliation if the US proceeds with sanctions on imports of \$3bn worth of Chinese goods.

It signals a further escalation of the long-running dispute over intellectual property rights.

Ms Zhang Yueqiao, a director-general of the ministry of foreign trade and economic cooperation, said if the US imposed any sanctions on imports from China, the ministry would immediately counter with penalties on US goods of even greater value.

The US said on Wednesday it would give China until May 15 to step up enforcement of a February 1995 agreement aimed at stamping out widespread piracy of US information and education products such as compact discs and computer software.

"If China does not live up to the agreements it has made with the US, we will impose stiff sanctions," Mr Mike McCurry, the

White House spokesman, said. US officials accuse China of lax enforcement and say counterfeiting is now worse than it was a year ago. US industries estimate losses due to piracy in the past year at \$2.9bn.

Beijing insists it has lived up to past undertakings. It recently announced a crackdown on pirate CD production lines and says customs officials have stiff-

ened controls on exports of pirate products. But US officials say China has not done enough and this is the message Mr Lee Sands, assistant US trade representative, will deliver in Beijing in the next couple of days.

This year's copyright dispute appears to be following a similar pattern to last year's row which resulted in an "eleventh hour" compromise after the US threatened sanctions. A US official in

Beijing said like last year the latest argument might "get nasty before it gets better", adding: "We are not looking to do a trade war, we don't want sanctions. But this is a festering sore that's got to be dealt with."

The US takes about a third of all Chinese exports and the trade balance in 1995 was \$34bn in China's favour.

Last year, after the US gave China 30 days to improve enforcement, the deadline was met with hours to spare. But this year the atmosphere around negotiations is clouded by strained Sino-US relations over Taiwan, human rights and arms proliferation.

The US administration is also grappling with a difficult decision over the annual renewal of China's most favoured nation trading status against significant congressional opposition. That decision must be made by June 4.

Senator Bob Dole, the majority leader, said yesterday the US should renew most favoured nation trading status with China.

Bulgaria lifts rate to 108% to stem fall of lev

By Kevin Dove, East Europe Correspondent, in London

The Bulgarian National Bank yesterday raised its central interest rate to a record 108 per cent from 67 per cent in a bid to halt the steep decline in the value of the lev, the Bulgarian currency.

Bulgaria is facing the most acute financial problems of any of the former communist countries in central Europe and has lagged far behind the pace of reform set in other parts of the region.

The currency crisis has been triggered by the shrinking of the country's foreign exchange reserves with further heavy foreign debt repayments due in the next two months.

Amid the mounting crisis in the foreign exchange market, officials from the International Monetary Fund have returned to Sofia, the Bulgarian capital, this week to resume negotiations on a new standby arrangement.

Earlier talks focussed on the government's inability to push through urgently needed structural reforms.

Queues formed at some banks yesterday as Bulgarians sought to withdraw their savings, but many banks were unable to meet demand according to a Reuters report. Some shopkeepers were reported to be refusing to take the currency as payment for goods other than food.

Interest rates have tripled this year from 34 per cent at the beginning of January and were last raised only two weeks ago from 49 to 67 per cent in an effort to shore up the currency.

The crisis of confidence in the lev has driven the value of the currency down from 70.70 to the dollar at the beginning of January to a central bank fixing rate yesterday of 122.56 compared with 112.84 on Wednesday.

In street trading, the lev has fallen further to between 140 and 160 to the dollar, although there were signs last night that the emergency rise in interest rates had strengthened the currency, at least temporarily.

In an effort to support the lev, the central bank has already sold much of its foreign currency reserves in the first four months of this year, with reserves falling to \$67m at the end of April from \$1.2bn at the end of last year.

Last night, the government was seeking urgently to complete a list of state-owned enterprises to be closed or restructured, as part of a programme to be presented to IMF officials today.

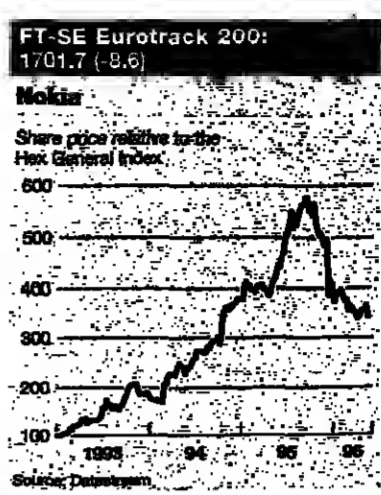
The Socialist government led by Mr Zhan Videnov has been badly split over what measures to adopt to alleviate the growing financial crisis.

Western officials remain sceptical about the country's real commitment to restructuring and reforms leading to an open market economy.

THE LEX COLUMN

Nokia takes a knock

The problem with attracting the label of growth stock is that it builds expectations. Finland's Nokia, one of Europe's high technology darlings, has discovered the perils of not delivering. Its shares have halved since September, but profits fell more than that in the first quarter of this year. And investors should not be lured back by evidence of re-accelerating sales growth and the management's promises that it has learnt from recent logistical errors.



True, management restructuring is already bringing costs under control. Nonetheless, it is too early to suggest that its stock clear-out is complete - inventory has fallen just 3 per cent since December. And while the management argues that the development of digital cellular networks in the US could herald another rapid growth phase, competition is also accelerating.

Lucent, Alcatel, Philips and a host of others are launching mobile handsets, so margins can go in only one direction. At least Nokia, Ericsson and Motorola retain a stranglehold on cellular network equipment, such as base stations - hence Nokia's 26 per cent profit margins from this business. But many competitors in handsets are also looking to buy a share of the juicier infrastructure market, and these margins have much further to fall. This bodes ill for Nokia, but worse for Sweden's Ericsson. It has a much larger infrastructure business. And, given a strengthening Swedish krona and a prospective price-earnings ratio of over 20, there is significant scope for disappointment. But Nokia, even on 15 times earnings, also looks expensive.

for instance, grasped the nettle of European refining as others have done; nor has it shown much enthusiasm for sorting out its absurdly inefficient balance sheet. Until issues like these are tackled, the evidence for a tectonic shift remains flimsy. Certainly, the shares no longer look overpriced by comparison with BP - but shaking up the giant will take more than a few tremors.

UK digital TV

Amid the waffle about its digital vision, the BBC yesterday made an important admission: it wants to deliver digital television channels not merely by terrestrial means but by satellite too. Hedging its bets is sensible given that digital terrestrial broadcasting, which can deliver only 20 channels compared with satellite's 500, looks a dead duck. Given that viewers will need decoder boxes costing several hundred pounds each whichever system is used, it is hard to see why the world will freely choose the terrestrial option.

While BSkyB, which dominates satellite TV, will have to persuade viewers to buy its decoder boxes, subsidies should ensure they are not too pricey. Moreover, BSkyB has a particular twist on this: it does not plan to finance the subsidies itself but hopes that partners wishing to provide interactive services like home banking through its boxes will put up the cash.

The risk in the BBC's move, of course, is that it is putting itself at the mercy of BSkyB. Though BSkyB will want to include the BBC's channels as part of the digital service it plans to launch next autumn, it will largely be in a position to dictate the terms.

All this leaves BSkyB sitting pretty. If digital services take off, it will rake

in more cash from services like pay-per-view sport and films. If not, its partners will be left with the bill for the boxes. The only clouds on the horizon are regulatory: the Office of Fair Trading is investigating BSkyB's current monopoly, and Ofcom is itching to take over the case when BSkyB switches to digital. Despite its Houdini-style performances in the past, it is hard to believe BSkyB will escape scot-free this time.

Jet engines

The agreement between General Electric and Pratt & Whitney of the US to develop jointly an engine for Boeing's "super jumbo" aircraft may look like a threat to Rolls-Royce, but in reality it is a defensive move. Whether by luck or judgment, the requirements for the new "stretched" Boeing 747 aircraft fall neatly within the scope of Rolls-Royce's existing Trent engine range. But GE and P&W's existing models are either too heavy or too small. They faced the prospect of watching Rolls become a monopoly supplier in a potentially lucrative sector. And going it alone from scratch would have meant incurring much heavier development costs than Rolls.

So the joint venture is a smart move. But Rolls is still ahead of the game. For one thing, its Trent engines will already have a proven track record by the time the new Boeing aircraft are ready for take-off. For another, of the three airlines keen to fly super-jumbos, British Airways has had a bad experience with GE engines, and Singapore Airlines has recently given an order to Rolls. Of course, the move is certainly not good news for Rolls, but it could never really really hope to have the field to itself.

South Africa

On the face of it, the National party's withdrawal from South Africa's government of national unity looks like another blow for foreign investors. Certainly it provides another bit of ammunition for those talking down the rand. But investors should hold their nerve. For one thing, it is far from clear that the National party will have less influence in opposition than it did in government. For another, it is questionable how much of a force for macroeconomic stability it was anyway; its record in government was certainly pretty lamentable. Most importantly, the rand's sharp fall has taken it well below levels justified by economic fundamentals. Sooner or later, a sense of proportion will return.

Chip prices fall sharply

Continued from Page 1

prices each month, said Mr Giudici. This is in sharp contrast to the situation a year ago, when D-Rams were in short supply and PC manufacturers were eager to purchase chips at almost any price.

Several developments have led to a glut in D-Rams. Prices began to fall late last year when PC sales in the US did not live up to industry expectations.

The PC industry is the largest consumer of D-Rams, which are also used in larger computers. This coincided with increased production of D-Rams as several manufacturers shifted to new technology to achieve higher yields, and new production lines in Taiwan and Japan came into operation.

Nokia drop

Continued from Page 1

Mr Ollila said. But he said he expected the overall rapid growth in mobile telephone demand to continue and predicted a turnaround in the second half.

Nokia is also benefiting from improved performance from its general telecommunications division, which makes hardware for both mobile and fixed networks. Sales for the division rose 39 per cent from Fm22m to Fm28m and Nokia said profits were also up.

Group sales were down from Fm5.5bn to Fm7.9bn, but the fall was largely due to currency effects and divestments. Nokia is pulling out of its loss-making television production operations.

Arrest warrant is issued for Dassault chief in bribes probe

By David Buchan in Paris and Bruce Clark in Brussels

A Belgian magistrate has issued an international arrest warrant for Mr Serge Dassault, president of the Dassault aviation group, after he refused to go to Belgium to face questioning over the alleged payment of bribes to win a defence contract.

The warrant follows a lengthy probe by Belgian investigators into payments by both Dassault and the Italian helicopter company Agusta to the Belgian Socialist party.

Mr Dassault, who at 71 is one of the most colourful figures in French industry, has won prominence recently because of his strong opposition to President Jacques Chirac's plan to merge Dassault with the state-owned Aérospatiale group.

The latest legal move effectively confines the aircraft group chief to France, at a time when he is fighting for maximum orders in the military procurement plan which the Paris government will unveil on Monday.

The Belgian investigation was prompted by the mysterious murder of Mr Andre Cools, a Socialist party politician who was shot dead in front of his mistress in July 1991. The subsequent scandal has led to the downfall of four senior Belgian politicians, including Mr Willy Claes, the former Nato secretary-general, and the suicide of an air force general. Mr Dassault said yesterday he

was willing to be interrogated further by a Belgian magistrate in France, as had happened last autumn, but he would not go to Belgium for any questioning "because of recent precedents against French industrialists".

This was a reference to an incident in May 1994 when Mr Didier Pineau-Valencienne, head of the electrical group Schneider, went to Brussels to co-operate with a financial probe into Belgian subsidiaries of his company. He was charged with fraud and held in a Brussels jail for two weeks.

When, after his release and return to France, Mr Pineau-Valencienne refused to return to the Belgian capital, Belgium put an international arrest warrant on him that was only lifted in June 1995. France did not consider the Pineau-Valencienne case covered by its extradition treaty with Belgium, and seems likely to take the same view with Mr Dassault.

A Swiss court last month authorised Belgian investigators to examine bank accounts through which they believe up BFr50m (\$1.9m) was paid in bribes to senior figures in the Belgian Socialist party in 1989.

The investigators are probing a contract won by Dassault Electronique in 1989 to upgrade the avionics on Belgium's US-made F-16 fighters, as well the purchase of 46 helicopters from Agusta the previous year.

Warrant may ease merger, Page 2

FT WEATHER GUIDE

Europe today
 Areas near the Atlantic will remain unseasonably cold but will be dry with widespread sunshine. The North Sea region will become cloudy, and southern Scandinavia will be windy with heavy rain. Britain and France will be chilly with blustery northerly winds. South-western France and Spain will have scattered thundery showers and temperatures of about 15C. A wide area, from the Baltic states towards the Alps and northern Balkans, will be mild but unsettled. The Ukraine and Russia will be sunny and hot, and the southern Balkans will be sultry and mainly hot and dry. The western Mediterranean will have scattered thundery showers.

Five-day forecast
 Easterly winds will carry warm air across the North Sea region and southern Scandinavia, and some parts of Germany and the Low Countries will have temperatures of more than 25C. South-eastern Europe will become unsettled and windy on Sunday, while eastern Europe remains warm with showers.

TODAY'S TEMPERATURES

Abu Dhabi	sun	40	Belgrade	thund	10	Caracas	cloudy	29	Fero	fair	21	Madrid	shower	18	Pangoon	fair	32
Accra	fair	32	Berlin	cloudy	15	Chicago	thund	20	Gilbert	cloudy	21	Manchester	fair	11	Rome	fair	22
Algeria	thund	18	Bermuda	cloudy	16	Dallas	fair	24	Glasgow	fair	12	Manila	fair	33	S. Fraco	fair	18
Amsterdam	cloudy	12	Bogota	cloudy	17	Dakar	fair	26	Hamburg	cloudy	14	Melbourne	cloudy	20	Seoul	fair	22
Athens	sun	27	Bombay	fair	33	Dallas	fair	33	Helsinki	cloudy	15	Mexico City	fair	51	Singapore	shower	33
Atlanta	fair	13	Brussels	fair	13	Doha	sun	39	Hong Kong	fair	27	Miami	fair	29	Stockholm	shower	13
B. Aires	fair	24	Budapest	cloudy	12	Dublin	fair	9	Honolulu	fair	29	Montreal	shower	18	Strasbourg	cloudy	15
Buenos	fair	11	Chagen	rain	12	Dublin	fair	9	Isle of Man	sun	24	Moscow	sun	19	Sydney	fair	22
Bangkok	shower	36	Cairo	sun	32	Dubrovnik	fair	23	Jakarta	sun	32	Moscow	sun	19	Taipei	shower	19
Barcelona	shower	18	Cape Town	sun	21	Edinburgh	shower	10	Jersey	fair	9	Munich	cloudy	15	Tel Aviv	fair	27
									Karachi	fair	30	Nairobi	shower	27	Tokyo	fair	18
									Kuwait	fair	37	Nagoya	shower	23	Toronto	shower	28
									L. Angeles	sun	22	Nassau	fair	29	Vancouver	fair	14
									Las Palmas	fair	24	New York	shower	25	Venice	cloudy	19
									Lima	cloudy	25	Nice	cloudy	20	Vienna	thund	19
									Lisbon	shower	12	Osaka	sun	34	Warsaw	thund	25
									Lucembourg	fair	13	Paris	fair	18	Wellington	cloudy	30
									Lyon	shower	16	Perth	fair	14	Wellington	cloudy	15
									Madeira	fair	19	Prague	thund	15	Zurich	shower	8

Situation at 12 GMT. Temperatures maximum for day. Forecast by Meteo Consult of the Netherlands

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